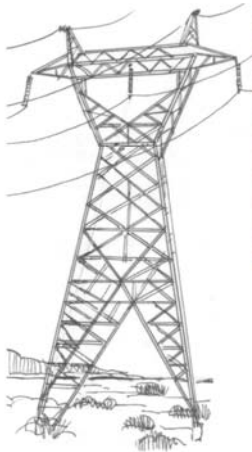
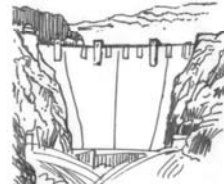


2004 Reclamation Customer Satisfaction Survey

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1.0 Executive Summary

As the nation's water management agency for the western states, Reclamation has an interest in maintaining a strong and satisfactory relationship with its customers who directly receive the agency's services. For Reclamation, understanding the client-collaborator relationship is important because the agency's direct service customers are also collaborators in agency planning and activities. Customer cooperation and collaboration make it possible for Reclamation to fulfill its water delivery obligations; initiate projects in water conservation, recycling, and reuse; and provide water and power delivery consistent with environmental and other regulatory requirements.

The research team of Gillette and Lamb from the Policy Analysis and Science Assistance branch of the Fort Collins Science Center in the U.S. Geological Survey met with Reclamation staff in the summer of 2003 to design a study that would examine factors that contribute to Reclamation customer satisfaction and assess how regional jurisdiction affects customer ratings of Reclamation service. This study also compares 2004 survey findings with 1997/98 results from a customer satisfaction survey that Argonne Laboratories conducted for Reclamation (Argonne 1998).

The 2004 customer satisfaction survey is a tool that measures the strength of Reclamation's relationship with its agency customers who not only receive the benefits of water and power delivery but who are also involved at different levels as collaborators in the operations of the public-owned agency. The 2004 survey assessed customer satisfaction with Reclamation across the areas of communication, customer service, management, and financial interactions.

The survey response rate varied across regions, from a low of 44% (Lower Colorado and Upper Colorado) to a high of 68% (Great Plains). The overall response rate was 57% (516 respondents from a total of 905 customers who received the survey). The majority of survey respondents were from Reclamation's traditional base of service customers. The majority of respondents identified themselves as agricultural water users, from water-based organizations or local governments, and in a management position.

The 2004 survey provided answers to questions about Reclamation customer satisfaction:

- **Customers express a high level of satisfaction with elements that form the base of a strong agency-customer relationship, although some participatory aspects of that relationship could improve.**
 - Customers believe that Reclamation staff value the agency-customer relationship.
 - Customers give Reclamation high marks for being courteous, helpful, accessible, and understanding customer needs.
 - Customers believe Reclamation does a good job in providing accurate information in plain language that is easily understood by the general public.
 - Customers are less satisfied with how Reclamation considers customer input, provides updates on proposed changes, and involves the public in the planning process.
- **Customers believe that Reclamation does a good job of managing important program areas, with a few exceptions.**
 - Reclamation customers believe Reclamation is doing a good or outstanding job in the management of program areas related to dam and public safety.

- A majority of customers believe that Reclamation is doing a good or outstanding job in other program areas that are important to them: water conservation, facilities operation and maintenance, and water supply.
- Customers are less satisfied with management of other important program areas: environmental requirements and resource planning.
- **Respondents believe that Reclamation is meeting expectations for convenient and useful financial interactions, with the level of satisfaction varying among regions.**
 - Customers express satisfaction with the convenience of utility of financial interactions and the timeliness of expenditure information.
 - The level of customer satisfaction differs across regions, with a high level of satisfaction in the Great Plains region.
- **Communication is an important component of customer satisfaction with Reclamation.**
 - Communication encompasses a broad array of customer interests and needs that contribute to overall customer satisfaction.

2.0 Survey Design and Methodology

2.1 Reclamation's Customer Population

Identifying Reclamation's customers has remained the main challenge in administration of the customer satisfaction survey. Argonne (1998) identified accurate customer identification as the "key activity in the survey process", having had difficulty correctly identifying a pool of customers and partners and in obtaining accurate records with updated contact information for the survey mailing (Table 2.1.1).

Table 2.1.1 Response rate of Argonne 1997/1998 survey

	Sample Size	No. of undeliverable	Adjusted Sample Size	No. of Surveys Received	Response Rate %
Total Sample ¹	3,011	234	2,777	835	28%

When customer information is effectively managed, it can increase survey response rates because mailings will be sent to the correct address and addressee. Argonne (1998) suggested that Reclamation more effectively manage its customer information in order to "not waste time and resources contacting people who are not interested in providing or receiving information from the agency" otherwise "interested customers may be overlooked." We would like to reiterate the need for accurate customer information management because it will help streamline communication efforts and contribute to an understanding of customer lifecycles and trends.

In 2004, Gillette and Lamb took several preventive steps in order to ensure a good response rate for the survey mailing:

¹ This sample was a random sample from a pool of 9,000 customers and partners that Argonne had identified. The 2004 survey drew from Reclamation regional databases which identified the total population of direct-service customers to be much smaller than 9,000, in fact more similar in size to the random sample identified by Argonne.

Customer Description: To avoid confusion on what records should be included in the customer list, all regions were provided with the definition of a direct service customer as defined by Reclamation staff in the national office: “a direct service customer is a customer who directly receives water or power service from Reclamation.”

Quality Control: Customer lists were solicited from all of the regions. The customer lists were reviewed for accuracy and redundancy. Three iterations of the customer lists were compiled to ensure that the total population of direct service customers would be surveyed.

Survey Postcards: Survey postcards were mailed to verify addresses and to alert survey participants that a survey would soon arrive in the mail.

Data Record Updates: Records were culled that indicated incorrect or misidentified addressees.

Follow-up Phone Calls: After receiving responses back from the third mailing, an effort was made to understand any non-response bias that may be occurring:

- 1) A random sample of 83 non-respondents was chosen for the follow-up calls.
- 2) Nearly half of those non-respondents were difficult to reach due to inaccurate contact information or inaccessibility (only voicemail available, never responded to messages).
- 3) Slightly more than twenty percent of the sample when contacted indicated that they had been misidentified and were, in fact, not direct-service Reclamation customers
- 4) Thirty percent of the random sample of non-respondents was successfully contacted. The contacted non-respondents either answered a short list of questions by phone² (21) or completed a survey (4³). Respondents were compared with the non-respondents who responded to the follow-up call. No significant differences were detected between the two groups in terms of demographics or selected responses.

Due to these efforts, the 2004 surveys were administered from a database of 905 updated and accurate records and received a response rate of 57 percent, almost twice that of the 1997/98 survey.

There were differences between the overall customer sample derived in the 1997/98 sample and the one derived in the 2004 survey. The earlier survey included Reclamation partners as well as direct service customers. Partners were defined as “entities that jointly assist Reclamation to serve its customers.” This definition included power marketing administrations and local utilities. As a result, the 1997/98 survey had more representation from entities who received power or environmental services from Reclamation. Respondent affiliations were similar between both surveys except that power-based organizations had less representation in the 2004 survey and water-based organizations had slightly more representation (Table 2.1.2).

² 1. If the Bureau of Reclamation could make one improvement in its interactions with you, what would it be? 2. What is the single most important action that Reclamation could take to help its staff improve customer service? 3. What is the single most important action Reclamation could take to improve its operation, maintenance, and financial billing process? 4. Please provide any additional comments 5. Demographic questions, (5 in total).

³ Surveys were included in the final count of respondents and in the data analysis

Table 2.1.2 Differences in respondent profiles between the 1997/98 survey and 2004 survey

	Primary Services Received by Survey Respondents		Affiliation of Respondents with Various Organizations	
	Environment	Power	Power-based Organization	Water-based organizations
1997/1998 Survey Percent of Respondents	17%	17%	12%	25%
2004 Survey Percent of Respondents	6%	2%	1.3%	32%

2.2 Sample Size

We adopted a census approach for our sampling design. The total population (N) of Reclamation's direct service customers was considered to be within the number of contacts provided by the regional office. When we compiled the lists we received, we had an N of 1,500 (which resulted in 905 deliverable names and addresses). Representation by region was similar to representation in the 1997/1998 survey. The Lower Colorado region had the lowest number of participants in the sample while the Mid-Pacific region had the highest. The response rate for each region varied, from a low of nearly 45% (Lower Colorado and Upper Colorado) to a high of 67% (Great Plains). When all the regions were combined, the response rate was fifty-seven percent (Table 2.2.1).

Table 2.2.1 Survey response rate

	All Regions	Mid-Pacific	Great Plains	Pacific Northwest	Lower Colorado	Upper Colorado
Total N	N=905	N=245	N=221	N=194	N=110	N=135
Number of Respondents	516	130	150	123	49	60
Column % Response Rate	57.0 %	53.1%	67.9%	63.4%	44.5%	44.4%

2.3 Survey Design

The PASA research team of Gillette and Lamb met with Reclamation staff in person and in conference calls over a period of three months to work on the design of the survey instrument. Following preliminary discussions, it was decided that the survey would focus on customer satisfaction with communication, service delivery, management, and financial processes. The goals and objectives were similar to those of the 1997/98 survey. We were interested in:

- 1) helping managers identify ways to improve their business practices;
- 2) providing measurements of Reclamation's customer service principles;
- 3) establishing a baseline of customer satisfaction for future benchmarking;
- 4) complying with the Government Process and Results Act (GPRA); and,

5) answering commitments as outlined in Reclamation's Strategic Plan.

To continue Reclamation's goal of having customer satisfaction surveys serve as a baseline, many of the questions from the previous survey were used. To have a more complete survey instrument, some of the previous scales were enhanced. For example, a new satisfaction dimension was added to the management scale. In the Communication section, two questions on information sources were added. At the end of the survey, a Financial Processes section was included to provide managers with more detailed information on customer satisfaction with billing.

The 2004 survey was designed to answer basic customer satisfaction questions and compare Reclamation's progress over time. We also designed the survey to better understand the complexity of what drives and determines satisfaction among Reclamation customers. The result was a six-page survey with five sections: communication, service delivery, management, finance, and customer information. In the sections of this report that follow, we describe the survey design, sampling and administration, and discuss our findings.

Over a four-month period, the survey was revised numerous times and reviewed by internal and external reviewers. In addition, it was pilot-tested in two focus group sessions with groups of 4-6 federal employees. The Office of Management and Budget (OMB) approved the final version within a month of submission. The final version of the survey is included in the appendix of this report.

Pilot testers reported that it took from 6-12 minutes to complete. The six-page booklet had two open-ended questions and 18 close-ended questions. The survey was divided into five sections: Communication, Service Delivery, Management, Customer Profile, and Financial Processes.

2.4 Survey Administration

The survey was administered following the Dillman method (2000), which includes a first mailing to the entire sample, and second and third follow-up mailings to non-respondents. In addition, introductory postcards (alerting participants that the first mailing would be arriving that week) and reminder postcards (asking participants to send in the survey from the first mailing) were sent. To further enhance the response rate, we sent half of the third mailing via priority mail. The surveys in the third mailing that were sent by priority mail had a higher rate of return (23% vs. 13%) than those sent via surface mail. By sending three mailings in succession, we could identify and cull incorrect addresses while more effectively targeting non-respondents. In calls and written comments, respondents also commented that the Reclamation lists needed to be updated to reflect changes in ownership and holdings.

3.0 Customer Profile

3.1 Customer Profile Summary: Traditional Reclamation Water Users

The majority of survey respondents were from Reclamation's traditional base of service customers. They identified themselves as agricultural water users, from water-based organizations or local governments, and in a management position. Their responses represent the perspective of customers who are representatives of municipalities, water/irrigation/conservation districts, Indian nations (such as the Navajo nation), or people who own their own businesses (farmers, ranchers, or private home owners with water rights).

Assessing customer satisfaction of this subset of Reclamation water users is important because they represent Reclamation's traditional customer base and are most likely to interact with

Reclamation staff on a fairly regular basis. A separate study has been conducted on satisfaction among Reclamation partners (such as State Parks) and the Argonne 1998 survey included Reclamation partners and customers. Partners were defined as “entities that jointly assist Reclamation to serve its customers.” This definition included power marketing administrations and local utilities.

In the future, it may be useful to administer a general customer satisfaction survey that includes stakeholders and partners so that comparisons can be made across groups. Pull-out sections in the survey could address questions that are specific to each group. Also, it may be useful to include in future surveys more customers from the technical and financial fields. They could provide more focused input on Reclamation financial processes and dam operations.

In the 2004 survey, respondents shared a similar customer profile in terms of service and role, but differed in terms of affiliation (Figures 3.1.1-3.1.3).

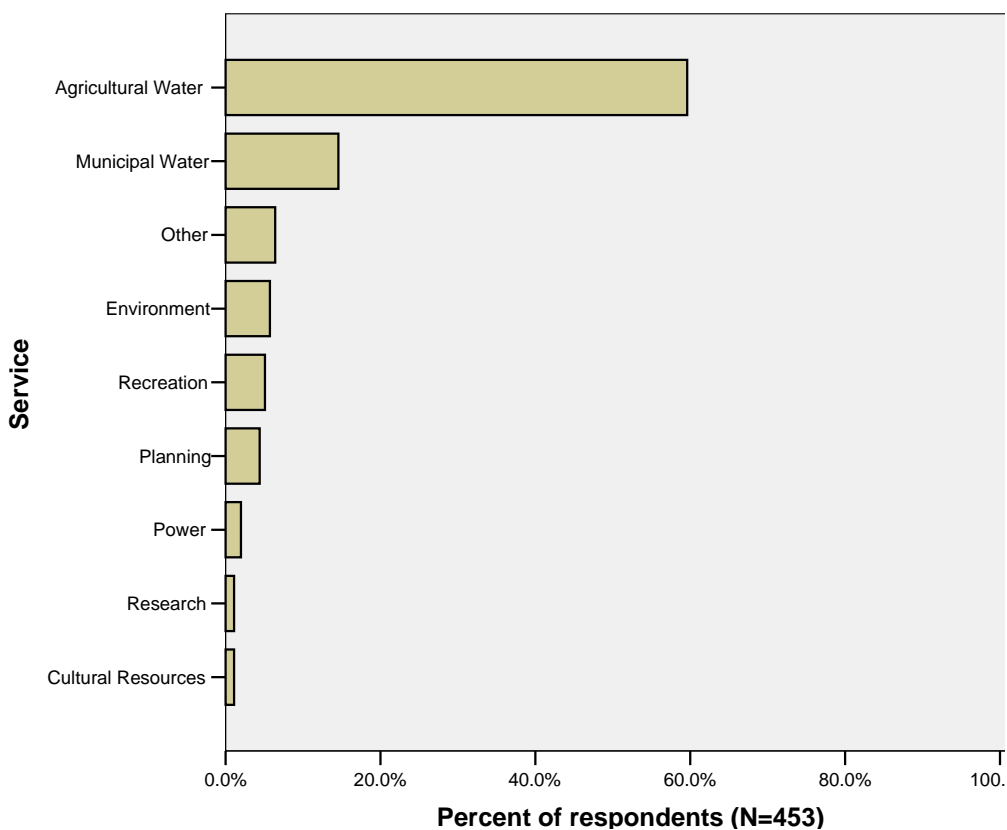


Figure 3.1.1 Service that the customer receives from Reclamation

The majority of respondents received agricultural water as the primary service from Reclamation. Respondents were split in their affiliation between local government and water-based organizations. A smaller percent of respondents were from federal and state government, and fewer were from private business or Native American groups. The majority of respondents had management roles.

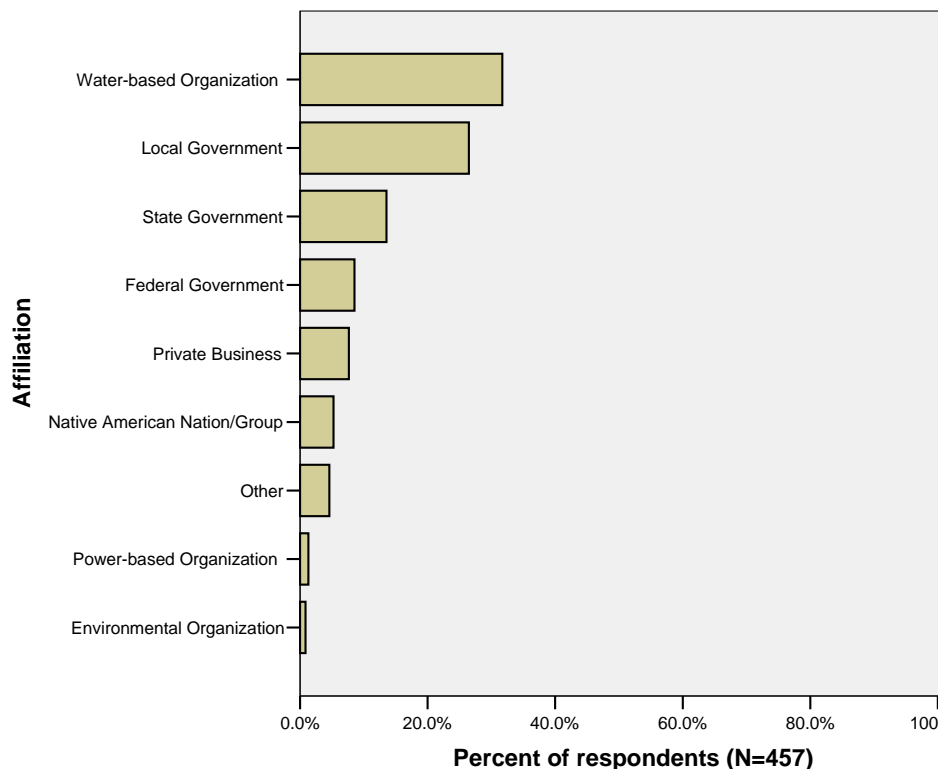


Figure 3.1.2 Customer affiliation

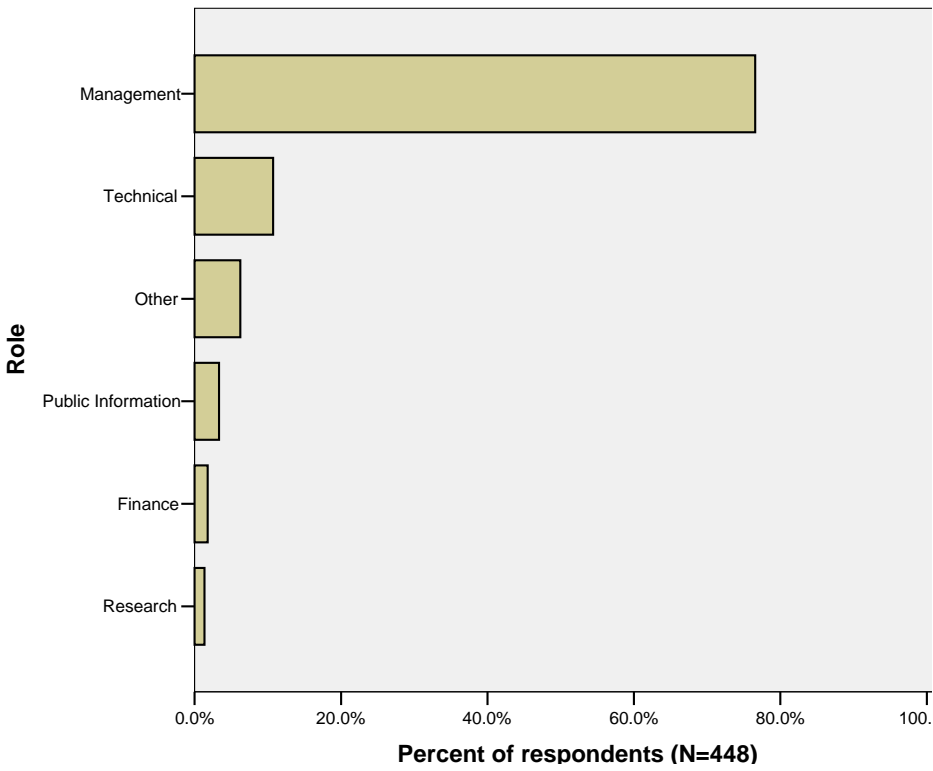


Figure 3.1.3 Role of customer in his or her organization

Nearly one out of eight respondents chose not to respond to the affiliation, role, and service questions on the customer profile section of the survey. This relatively high rate of non-response in this section may be due in part to: 1) concern expressed by respondents that their responses not be tied to their names or addresses—hence, reluctance to self-identify may have resulted in a lower percentage of response, or 2) the selections provided did not represent the service, role, or affiliation of the respondent. Those who did not respond in the customer profile section were not any more likely to be less satisfied with Reclamation customer service and delivery than those who did respond.

Although there were respondents who selected “other” as a choice in the customer profile section, very few respondents provided written responses to the “other” category. Affiliations and primary services provided by respondents (e.g. wastewater recycling, master conservancy district) were affiliations that were described in more general terms in the survey (e.g. municipal water, water-based organization). In future surveys, it may be helpful to refine selections so that they more closely reflect customer definitions of their primary services, affiliations, and roles.

4.0 Reclamation-Customer Communication

4.1 Reclamation-Customer Communication Summary

The majority of respondents believe that communication exchanges with Reclamation staff are “often” or “always” satisfactory. Communication is timely, accurate, respectful of the agency-customer relationship, and fairly clear and unambiguous. However, respondents are less satisfied with the participatory side of the communication exchange, scoring Reclamation lower on the consideration of customer input and the provision of updates on proposed changes.

Fewer topics, more communication channels

In contrast to the 1997/1998 survey, respondents reported less interest in receiving information about a large number of Reclamation topics. Whereas more than half of the 1997/1998 respondents were interested in receiving information on almost all subjects, less than half (41%) of the 2004 respondents were interested in three or more topics. In 2004, direct service customers reported less reliance on postal delivery and more preference for e-mail, and the Internet. 2004 respondents rated e-mail in preference and convenience as second only to communication exchanges with Reclamation staff.

Respondents indicated that above all forms of information delivery, the interpersonal communication with Reclamation staff was still the most trusted. Reclamation staff members were rated by more than three-quarters of customers as almost “always” providing easy access to the right people and providing accurate information. Also, customers stated a preference to keep informed about Reclamation through interpersonal or small-group communication. Reclamation staff, work colleagues, and public meetings were checked most often by respondents as primary sources for Reclamation information.

Improvements needed in communication practices to involve the public

Study findings indicate that Reclamation is providing respectful, accurate, and fairly clear and unambiguous communication exchanges. Agency communication efforts at customer involvement, however, could improve. Traditional Reclamation customers desire more consideration of their input in Reclamation decisions and they desire more information about proposed changes and regulations, which would allow more informed participation. More small-

group meetings that focus on customer information-seeking needs and monthly updates through newsletters and e-mail may help increase customer satisfaction with Reclamation communication. In the future, improvement in website information could increase interest in its utility as an information source for customers. Efforts to demonstrate how customer input is being used in decision making could help improve customer satisfaction with participation.

In future surveys, it may be helpful to include a specific measure of customer involvement to better understand how Reclamation can improve this area.

4.2 Information Topics

Respondent interest in regulations, initiatives, operations, and the Reclamation mission reflects a desire to keep informed about changes in the institutional and regulatory environment. The two topics checked the most often by survey respondents were water and initiatives (Figure 4.2.1, Table 4.2.1). It is possible that the broad topic of “water” may encompass many different subtopics for customers, accounting for the high number of customers who selected it. In future surveys of customer satisfaction, it may help to provide a more specific definition of that topic.

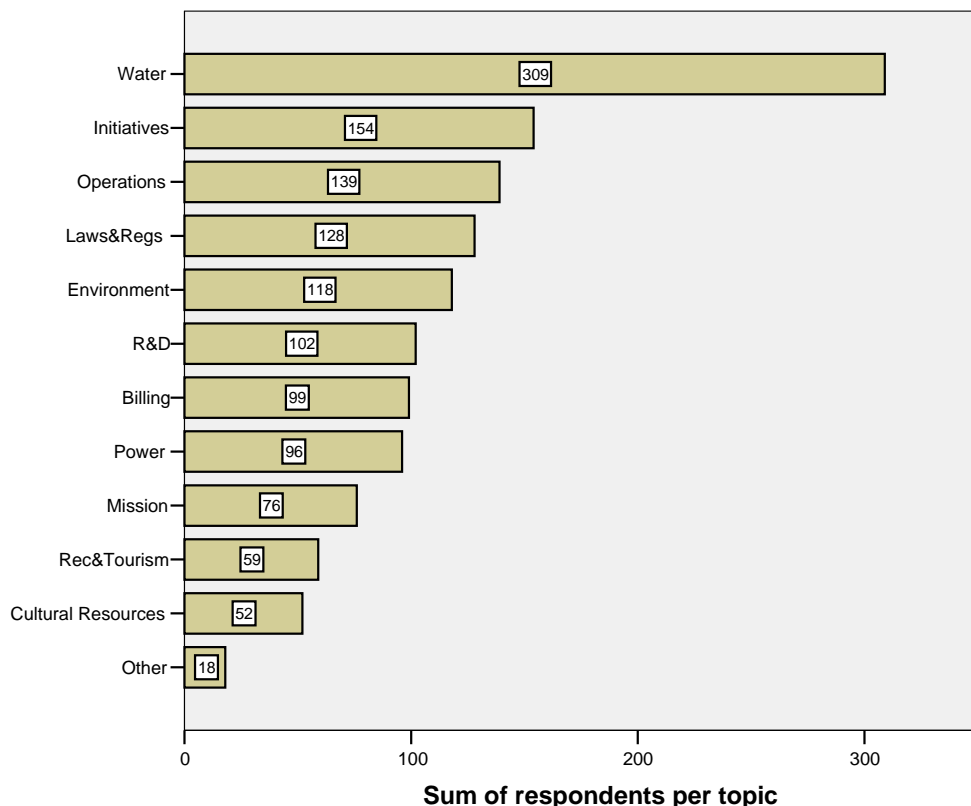


Figure 4.2.1 Topics of Interest to Reclamation’s Customers⁴

⁴ Respondents were asked to “check all that apply”, so respondents could check more than one topic

Table 4.2.1 Percentage distribution of topics of interest to customers⁵

Topics	Count	Responses	Column Responses %	Column Response % (Base: Count)
Water	309	309	22.9%	79.0%
Initiatives	154	154	11.4%	39.4%
Operations	139	139	10.3%	35.5%
Laws & Regulations	128	128	9.5%	32.7%
Environment	118	118	8.7%	30.2%
R&D	102	102	7.6%	26.1%
Billing	99	99	7.3%	25.3%
Power	96	96	7.1%	24.6%
Mission	76	76	5.6%	19.4%
Recreation & Tourism	59	59	4.4%	15.1%
Cultural Resources	52	52	3.9%	13.3%
Other	18	18	1.3%	4.6%
Total	391	1350	100.0%	345.3%

The 1997/98 survey responses to the question about topic preferences were similar to the 2004 findings. Respondents on both surveys were interested in receiving information in multiple program areas and two topics of high interest were water and initiatives. However, 1997/98 respondents were interested in more topics; more than half were interested in receiving information from nine separate program areas, whereas in 2004, less than half (41%) of the respondents indicated an interest in three or more topics. Agricultural water users were interested in topics on initiatives, Reclamation's mission, billing, R&D, the environment, and regulations.

There were differences in the distribution of topic choices among customer affiliations. Customers from water-based organizations were more interested in news about operations (42.1%) than customers affiliated with the federal, state, or local government or private business (~ 26.0%)⁶. State government customers were more interested in topics on the environment (40.3%) than water-based organizations (17.2%)⁷.

4.3 Information Delivery

Preferred Use of Information Sources

Reclamation customers rely on Reclamation staff, work colleagues, public meetings, and the mail for information about Reclamation activities (respondents could select more than one source). This selection of information sources indicates that Reclamation customers are most likely to keep informed about Reclamation activities and decisions through interpersonal, small-group communication, or direct mail (Figure 4.3.1, Table 4.3.1).

⁵ The total "count" is the total number of respondents who checked at least one topic. The "count" can not exceed the number of respondents. "Column Response %" is based on the total number of responses (1350). "Column Response % (Base: Count)" is based on the total count (391), so the column percentages sum to more than 100%. For example, in this table, 22.9% of all checked topics were water, while 79% of all respondents who answered this question, checked water as a topic.

⁶ Cramer's V and (Phi), .229, Sig.=.002

⁷ Cramer's V and (Phi), .234, Sig.= .002

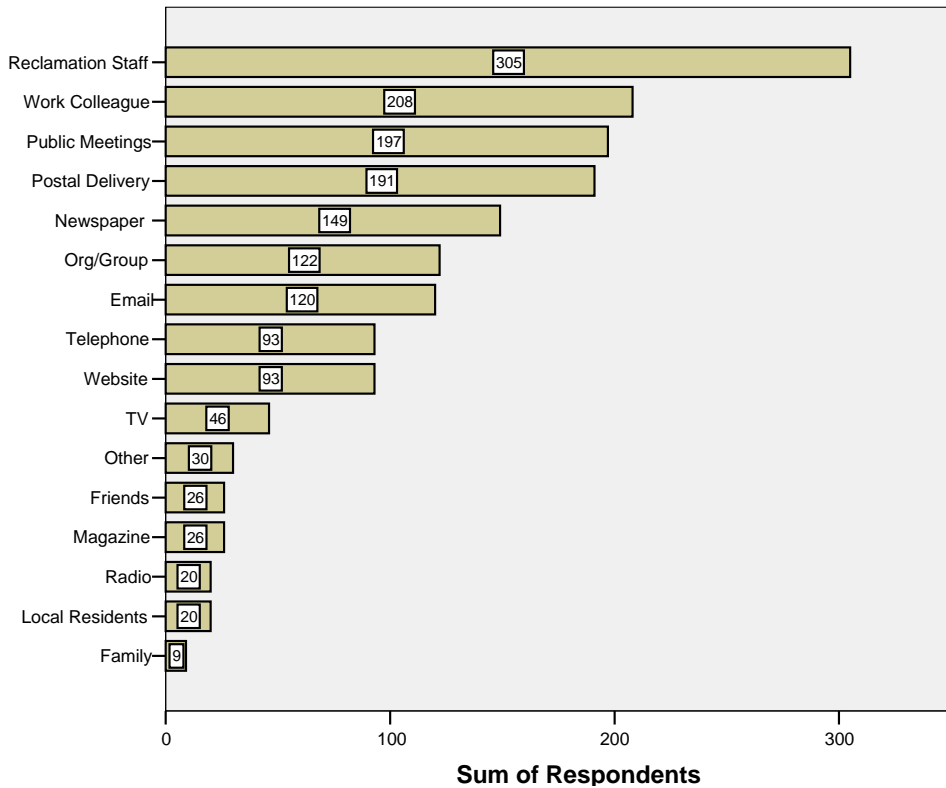


Figure 4.3.1 Methods by which Reclamation customers learn about Reclamation activities

Table 4.3.1 Percentage distribution of information sources

Information sources	Count	Responses	Column Responses %	Column Response % (Base: Count)
Reclamation Staff	305	305	18.4%	67.7%
Work Colleague	208	208	12.5%	46.0%
Public Meetings	197	197	11.9%	43.6%
Postal Delivery	191	191	11.5%	42.3%
Newspaper	149	149	9.0%	33.0%
Org/Group	122	122	7.4%	27.0%
Email	121	121	7.3%	26.8%
Telephone	94	94	5.7%	20.8%
Website	94	94	5.7%	20.8%
TV	46	46	2.8%	10.2%
Other	30	30	1.8%	6.6%
Friends	26	26	1.6%	5.8%
Magazine	26	26	1.6%	5.8%
Local Residents	20	20	1.2%	4.4%
Radio	20	20	1.2%	4.4%
Family	9	9	.5%	2.0%
Total	452	1659	100.0%	367.0%

Customers affiliated with different groups relied on a different mix of information sources for information. State and local government respondents reported work colleagues (58.1%,52.1%) as important information sources and relied more on public meetings (46.8%,48.8%) than on direct mail (33.9%, 33.2%). Respondents affiliated with water-based organizations reported a reliance on Reclamation staff (71%) and direct mail (50%).

Government respondents may be more familiar and accustomed to bureaucratic processes and therefore prefer to seek information via colleagues or formal meetings. Water-based organizations on the other hand, may prefer personal contact with Reclamation staff to ensure a complete understanding of Reclamation processes, proposed changes, and actions.

The most trusted, preferred, and convenient information source on Reclamation matters is the Reclamation staff (Figures 4.3.2-4.3.4 and Table 4.3.2)^{8,9}. E-mail is a preferred and convenient information source; however, it is less trusted¹⁰. Newspapers are the only traditional mass media (broadcast, print, and radio) that is mentioned by more than three percent of respondents. Although only five percent of respondents checked websites as a way that they find out about Reclamation activities, nine percent indicated that they considered websites the most *convenient* source for Reclamation information. Customers may prefer to receive quick updates through e-mail (for convenience), official documents through direct mail (more trustworthy), and remain in regular contact with Reclamation staff (a source of information that is trusted, convenient, and preferred).

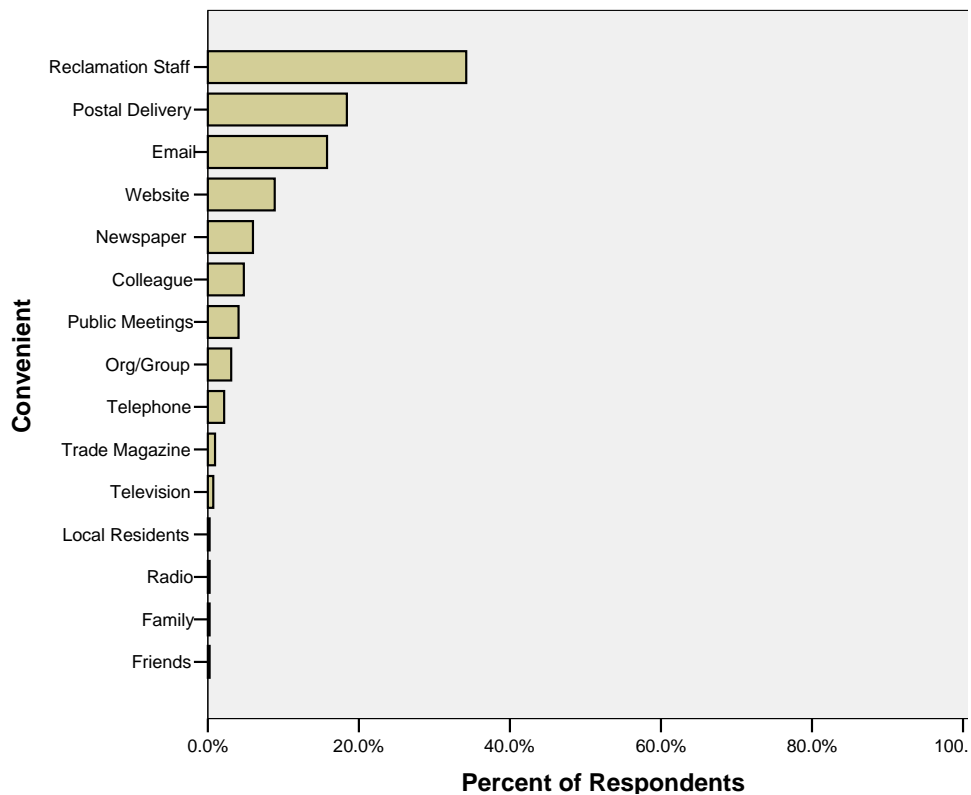


Figure 4.3.2 Information sources that respondents consider to be the most convenient

⁸ Standardized Residual: conv. 27.8, trust 33.6, pref 19.04

⁹ Chi-Square Conv. 791.187 (df 14), Sig=.000 Trust 1332.172 (df 13), Sig=.000 Pref. 815.814 (df 12), Sig. =.000

¹⁰ Standardized Residual: conv. 7.22, trust -1.1, pref 10.9

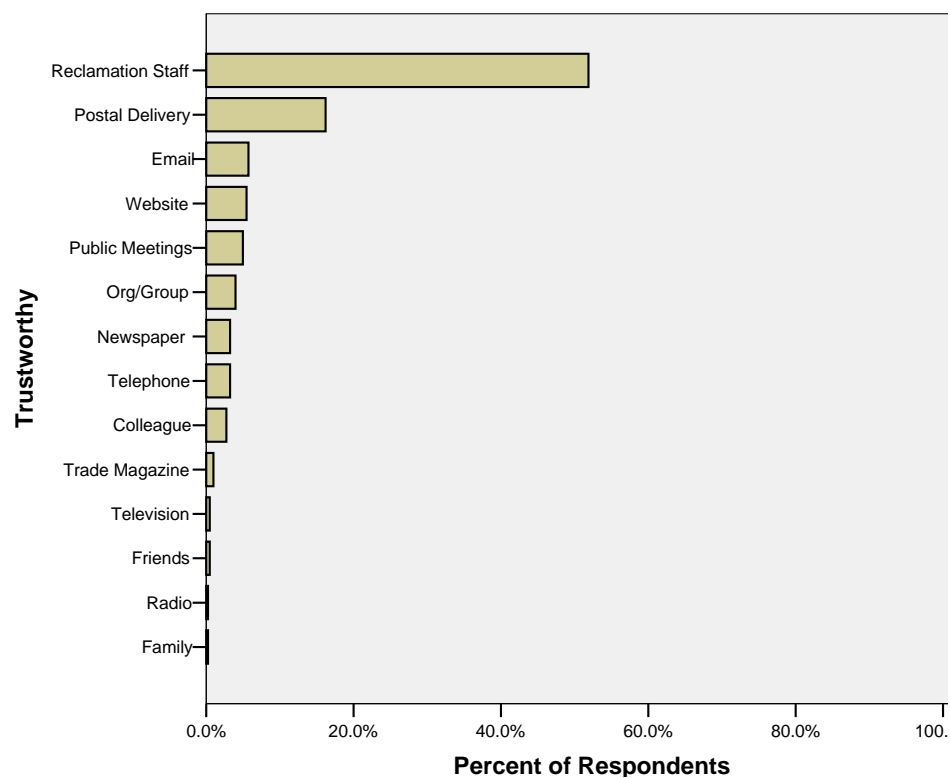


Figure 4.3.3 Information sources that respondents consider to be the most trustworthy

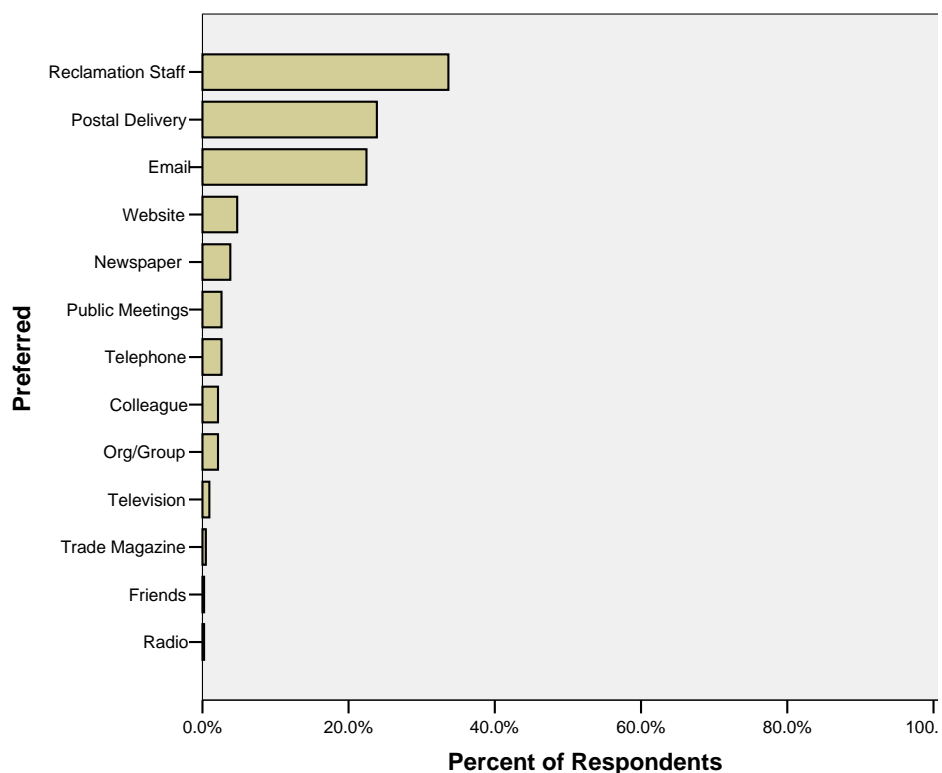


Figure 4.3.4 Information sources that respondents consider to be the most preferred

Table 4.3.2 Comparison of convenience, trustworthiness, and preference of cited sources

	Reclamation Staff	Postal Delivery	Email	Website	Newspaper	Public Meetings	Colleague	Org/Group	Telephone	Television or Radio or Trade Magazine	Family or Friends or Local Residents	Total
Convenient N=418	34.2%	18.4%	15.8%	8.9%	6.0%	4.1%	4.8%	3.1%	2.2%	2.0%	.6%	100%
Trustworthy N=401	51.9%	16.2%	5.7%	5.5%	3.2%	5.0%	2.7%	4.0%	3.2%	1.7%	1.0%	100%
Preferred N=419	33.7%	23.9%	22.4%	4.8%	3.8%	2.6%	2.1%	2.1%	2.6%	1.7%	.2%	100%

4.4 Customer satisfaction with Reclamation communication

The majority of respondents ranked Reclamation as “often or always” meeting their communication needs, from accessibility to providing unbiased science and technical support. Reclamation received high marks for communication practices which build trust and sustain relationships.

More than three-quarters of customers believed that Reclamation provides easy access to contacts and provides accurate information. More than sixty-five percent of customers believed Reclamation provides accurate information in a timely manner, uses plain language, provides access, and values the agency-customer relationship. More than half of Reclamation customers believed that Reclamation is responsive, “often” or “always” answering needs with a single point of contact and providing unbiased technical and scientific support (Figure 4.4.1).

Customers were less satisfied with Reclamation’s ability to involve customers in agency decision-making. Customers ranked Reclamation lower on its efforts to consider customer input in the planning process and to make it easy for customers to find out about proposed changes. When comparing means, the two items had lower satisfaction than the other items¹¹. The percentile distribution (10 groups) of means of all items illustrated the lower ratings of “changes” and “input” by customers. The two items had fewer “often” or “always” ranked percentile groups than the other items on the communication measure¹².

The item, “provides useful information on the web”, had a low mean, but it also had a high number of “doesn’t apply” responses. Nearly seventy percent of customers who did use websites to get information about Reclamation or considered websites to be a convenient information source, believed the website information provided by Reclamation to be “often” or “always” useful.

¹¹ The Lower bound of “changes” and “input” were means 2.95 and 2.77, respectively, whereas all other lower bounds were 3 or higher (except for “useful information on the web” which was 2.45). An ANOVA analysis revealed a significant difference between means $df=9, 374 F=27.37, sig.=.000$

¹² “Useful information web” also had fewer percentile groups with rankings of “often” and “always”, however, it also had a larger number of percentile groups with “doesn’t apply” ratings than any of the other items.

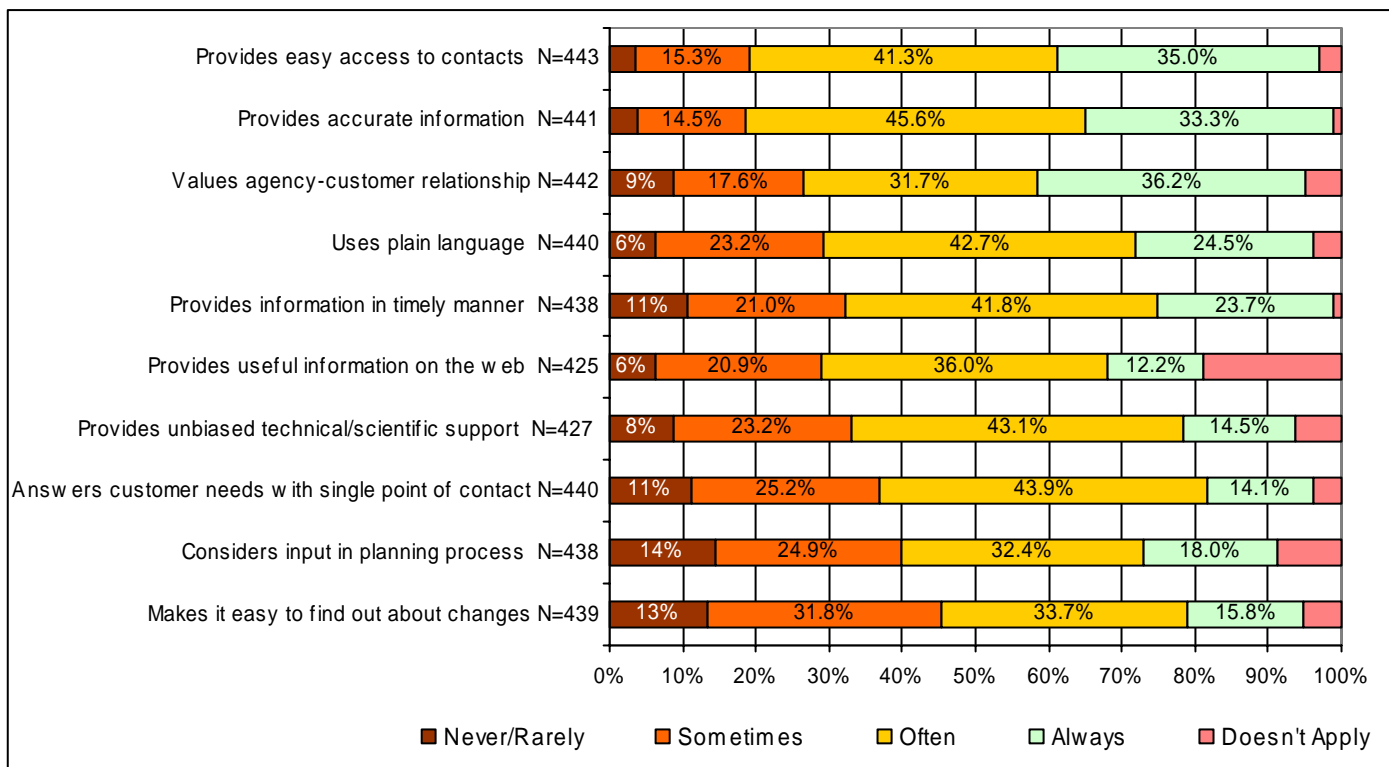


Figure 4.4.1 Customer Satisfaction with Reclamation Communication¹³

One possible hindrance to effective customer involvement is unclear decision authority. Respondents were asked if the roles in Reclamation were clear. The response from survey participants was inconclusive. Customers suggested that the clarity of roles was “always clear” (20%) while nearly the same percentage (24%) reported that it was “not always clear.” The majority of respondents reported that their knowledge of whom to contact for assistance depended on the subject. This response is not surprising, given the fact that most direct-service customers understand who to contact on common issues related to their water use, but may be not as well-versed in who to contact regarding less common issues, programs, or actions.

Customers did consider certain Reclamation staff to have provided assistance that was beyond the standard routine. More than eighty percent believed that there was an office or staff person in Reclamation who had provided assistance that was especially helpful.

4.5 Customer Communication Needs: written comments

In response to the open-ended question, “If Reclamation could make one improvement in its interactions with you, what would it be?”, customers provided many comments on Reclamation communication efforts. Comments were analyzed by category and theme using the qualitative analysis software, *NVivo*.

Many of the categories and themes that emerged in the 2004 survey were also represented in the 1997/98 survey. Three specific suggestions from the prior survey were for Reclamation to 1) involve stakeholders more, 2) provide more personal contact with decision makers, 3) cooperate better with other entities, and 4) provide more consistent messages (Argonne 1998). In the 2004 survey, respondents made the following suggestions:

¹³ Percentages less than 5% are not shown. Percentages for the category “doesn’t apply” are not shown. The greatest percentage for “doesn’t apply” was 17.3% for “provides useful information via web”.

More transparency and clearer decision authority

Respondents indicated a desire for more transparency in communication with Reclamation and a better understanding of decision authority. Communication can be more forthright and honest, respondents wrote, if staff are knowledgeable, good communicators, well-informed at all management levels, and have the decision authority. Ambiguous decision authority and fuzzy bureaucratic charges, on the other hand, can make Reclamation appear overbearing, oscillating, or directionless, which can contribute to unsatisfactory and misleading communication.

Transparency

- Be forthright in policy discussions about what pressures and instructions are coming from Washington D.C. headquarters and from Dept. of Interior. I'm concerned about political pressures and government/lawyer pressures.
- Complete and honest communications on a timely basis with no hidden or undisclosed loop holes to be discovered later.
- I feel that straight honest answers would be wonderful; most questions are talked around. I may not like the answer, but at least we would know what it is.
- Send their best people, the best communicators to explain complex/difficult issues.
- Make sure staff knows answers to frequently asked questions. We always get "I don't know" for an answer. They need to ask the "regional office."

Decision Authority

- Better and more accurate communications, with persons who can make a decision.
- Tell us what you do. What is your span of control?
- Reclamation needs better communication between staff members, so everyone is on the same page. Sometimes I have seen confusion between your staff members because not everyone is "up to speed" on a particular issue.
- Not to dictate what it (Reclamation) thinks it wants. It often times doesn't know what it wants and bounces back and forth.
- Most of my interaction, very limited, is through water surveyors in our area. It's difficult to determine how to improve our interaction with a very large bureaucracy.
- Lower level staff should do what senior level staff directs. Not always the case. Lack of communication between levels.

More consultation and forums for participation

Respondents indicated that there are costs associated with not including customers in the decision-making process. When other agencies, Native American nations, area governments, and residents are not brought into the decision-making process early, missteps and misunderstandings can occur later on. Respondents suggested that Reclamation listen more, strive to understand the customer's problems and needs, and recognize that customers can contribute expertise and experience to the process. Public meetings and an advisory council were suggested as possible forums for participation.

Listen and Consult

- Treat tribes as a government and consult with them on decisions concerning water.
- Take time to understand their (Reclamation) customers' problems and needs.
- Contact us once in a while.
- Be more open and include local authority in the decision-making process.
- Bring customers into the decision-making process as early as possible to gain valuable feedback and avoid missteps.
- Help understand the costs associated with lack of coordination between USBR/NMFS/USFWS.
- Be more inclusive of other government. Agencies and departments with parallel or overlapping missions; my impression is that the Bureau is very insular and doesn't share opportunities to solve taxpayer problems with qualified partners.
- Ask us for an advisory council that can let you know what the customers' needs are.
- Realize that I am busy too and my time is valuable also.
- Don't close ranks when something does not function properly. Work with area governments and residents better.
- To be more accepting of the person with common sense, logic to work problems out.

Meetings

- More public meetings.
- More customer meetings
- Direct personal meetings.
- Maybe attend our annual meeting.
- Would like to have regular coordination meetings to summarize and present on-going programs and projects of interest.

More responsiveness

Respondents expressed frustration with lack of access to Reclamation and lack of responsiveness to customer inquiries. Respondents would like to have a single point of contact and greater telephone access with knowledgeable staff members who can provide answers. Respondents also requested more timely response to customer inquiries from the national Reclamation office. Although respondent comments indicated frustration with Reclamation's responsiveness, there were several positive comments from respondents expressing satisfaction with Reclamation efforts.

Accessibility

- Provide greater telephone accessibility.
- We have different point of contacts for different projects. Quality of service differs greatly. I would prefer a single POC.
- It would be nice to get an answer from the first person I call.
- More personal contact with a field representative.
- Have knowledgeable people answering phones.
- Be more visible.

Promptness

- Provide information to us in a timelier manner. As an Irrigation District sometimes we learn information pertaining to our District secondhand from BOR Field Office in our area.
- More timely responses to inquiries from the D.C. office. Return telephone calls from customers with ability to make decisions.
- More timely meetings and response to inquiries.
- Information in a timely manner from one source.

Positive comments about Reclamation's overall efforts

- I am satisfied with our communications.
- Can't think of a single thing to improve on.
- Reclamation was excellent in every aspect, very professional.
- I very rarely contact BOR people, but when I do, so far, I've had no complaints.
- Reclamation is doing a great job! Keep on keeping on!

More information updates on Reclamation procedures, operations, and changes

Current information on rules and regulations, grants, proposed changes, and Reclamation's organization structure and operations are the types of information that customers would like to receive. As with interpersonal exchanges, customers indicated a desire for unsolicited communication from Reclamation on topics that relate to customer interests and needs. One respondent suggested that Reclamation also share its mission and goals with the larger public through the better use of all media.

Type of Information

- Distribute updated information on rules and regulations, availability of grants, and grant administration procedures.
- Provide me with its mission, goals, current and future. I want to know what the Bureau has in store for the week's most critical issue: lack of water and projects in store for aquifer recharge.
- Share organizational structure so that I can understand who does what, and make proper contacts with that knowledge.
- More frequent, unsolicited communication regarding operations.
- Make funding authorities/programs policies/guidelines more publicly available in one place.
- Take advantage of all media in advertising its mission and goals and on-going projects and programs.

Provide reference material, send alerts and updates through the Internet/e-mail

Respondents requested printed material that they could use as a reference: handouts in public meetings, a staff telephone directory, a booklet on Reclamation's organization structure, summaries of reports, and newsletters. Respondents didn't want any more paperwork, and if they did receive written communication, they wanted it to be clear and straightforward. Through the Internet and e-mail, respondents requested alerts on Reclamation operations, weekly updates on Reclamation news, and an improved, updated Reclamation website.

Printed material

- Hand outs at every meeting
- Publish a newsletter.
- Stop the need of repetitive duplication of paperwork.
- Reformat your written communication to ask for what you want upfront. I usually read pages of information to learn what the question is.
- Provide a booklet that gives new managers a background on the role of the BOR to various entities.
- Summarize extensive reports.
- Provide more material for review via postal delivery.
- Provide an updated staff telephone directory without request.

Internet Website

- E-mail alerts on dam release charges that effect river flows and turbidity.
- E-mail directory and contact information of all levels of USBR staff.
- I would like an e-mail notice every week or two with news letter like updates.
- Improve public access to information through website. This information is often incorrect or out-dated.

5.0 Service Delivery

Reclamation staff members continue to be seen by their customers as courteous and respectful. In 1997/98, staff was rated high on respect and courtesy toward customers. In 2004, Reclamation's strengths continue to be courtesy and respect, but there were also notable improvements in the areas of timeliness, accessibility, and knowledge (Figure 5.0.1).

In 1997/98, respondents expressed concern over their ability to gain access to staff members and timeliness of response. A quarter of those respondents said Reclamation staff was only "sometimes", "rarely" or "never" accessible. In contrast, 2004 respondents reported that Reclamation staff was "often" accessible, helpful, and knowledgeable about a customer's needs. More than sixty percent of the respondents said that staff was "often" or "always" timely in their response to customer needs.

Reclamation may still need to improve its understanding of customer needs and its methods for involving customers in agency decisions. Four out of ten respondents in 1997/98 felt that Reclamation staff was only "sometimes", "rarely", or "never" committed to understanding customer needs. Almost half (47%) in the 1997/98 study rated Reclamation as "fair", "poor", or "very poor" in asking for customer ideas.

In 2004, Reclamation continued to score lower on customer involvement than any other item of the service delivery measure. The lowest mean score on the service delivery scale was for the item, "effectively involves public in planning"¹⁴.

¹⁴ The lower and upper bounds for "can involve" with a 95% confidence interval were means of 3.06 and 3.34 respectively, compared to the lower and upper bounds of all other items which were 3.6 or higher and 3.8 or higher, respectively. An ANOVA analysis revealed a significance difference between means $F=44.9$ $df(7, 378.5)$ $Sig.=.000$

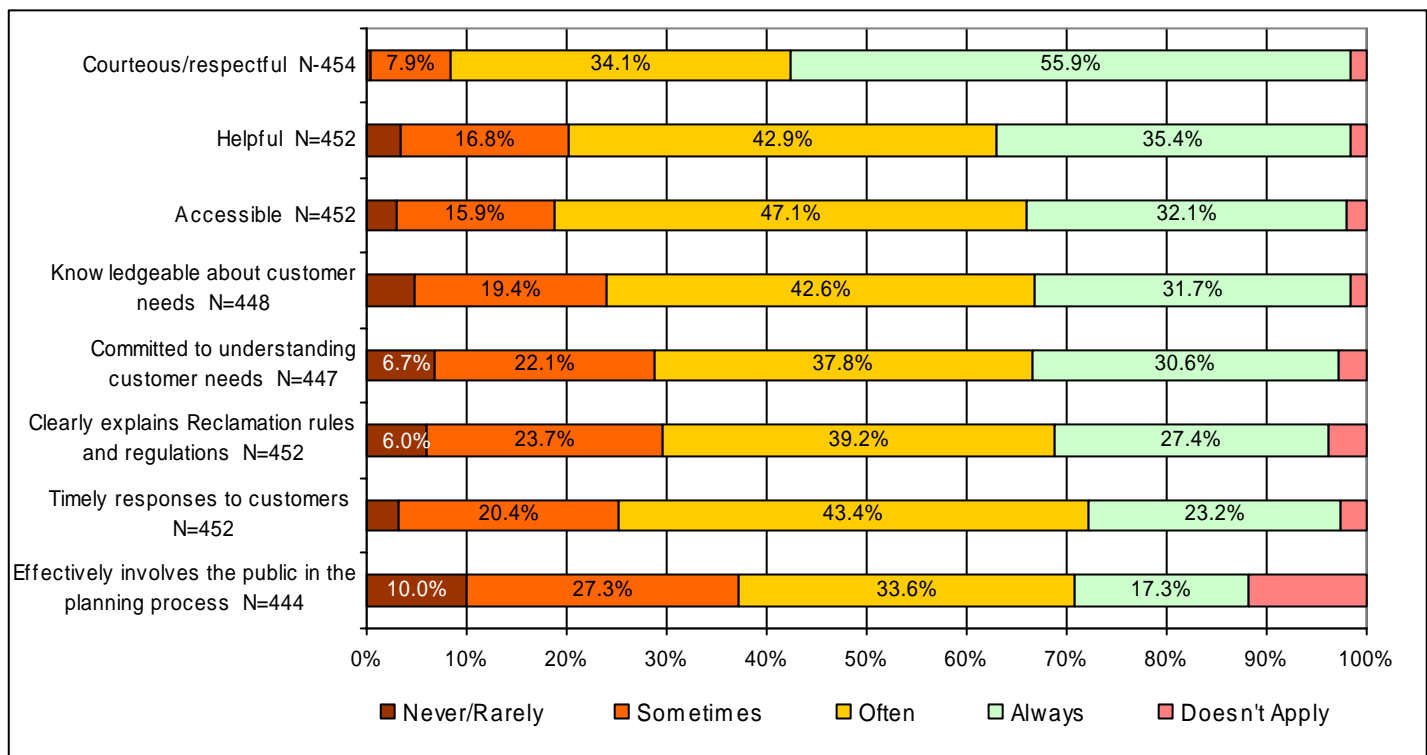


Figure 5.0.1 Customer-collaborator satisfaction with Reclamation's customer service¹⁵

In a factor analysis, one item did not group as strongly or correlate as well, the item “effectively involves public in planning” may be slightly different than the other items on the service delivery measure because it measures public involvement rather than traditional service delivery. It may be useful in future customer satisfaction questionnaires to include this item as part of a separate scale that measures involvement of stakeholders and/or direct service customers in planning.

The measure of Reclamation communication could be seen as a subset of the measure of Reclamation customer service. Many of the same factors that measure customer service are related to the effectiveness of communication. It is not surprising, therefore, that many of the written comments on improving customer service concerned improvements in Reclamation communication practices and the delivery of financial services.

In addition to the customer service scale, respondents were asked to rate Reclamation's delivery of services. The majority of respondents rated Reclamation's service delivery as either “good” or “outstanding” (Figure 5.0.2). It is possible that “the delivery of services” could have been interpreted by respondents as a different measure from “customer service”. While “customer service” was a measure of staff interactions with customers, service delivery could have been seen as the physical provision of services. The difference between “customer service” and “service delivery” means was not significantly different, however the percentile distribution among ratings

¹⁵Percentages less than 5% are not shown, percentages for the category, doesn't apply are not shown. The only percentage for “doesn't apply” that was >5% was 8.3% for the last item, “effectively involves the public in the planning process”.

for the two measures did differ, with “customer service” having more groups with the highest rating of satisfaction.

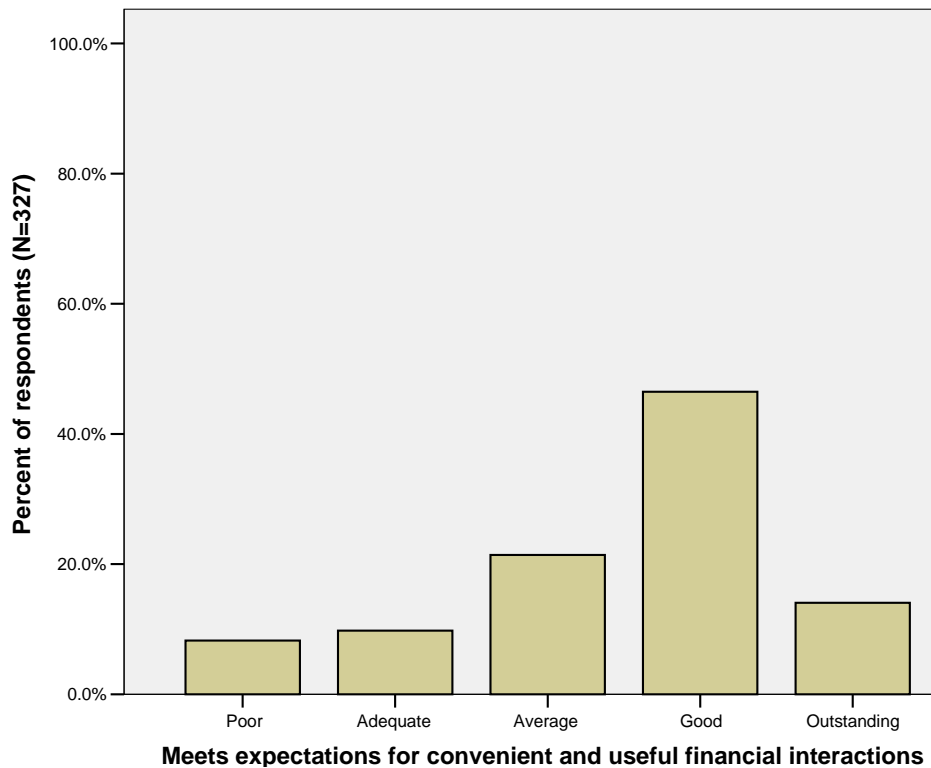


Figure 5.0.2 Overall customer-collaborator satisfaction with Reclamation’s service delivery

5.1 Customer Service Needs: written comments

In answer to the open-ended questions, 1) “If Reclamation could make one improvement in its interactions with you, what would it be?” and 2) “What is the single most important action that Reclamation could take to help its staff improve customer service?”, respondents provided many comments on Reclamation customer service efforts as well as some comments indicating overall satisfaction with Reclamation. Categories and themes were developed from the open-ended responses by using the qualitative software, *NVivo*.

In many ways, comments about service delivery mirrored comments about communication. It was evident that concerns about customer service related to both the respondents’ sense of being a customer and a collaborator with Reclamation. Concerns focused on streamlining the often-confusing bureaucratic processes, rules, and regulations and having Reclamation be accountable and flexible in the delivery of its services.

Streamline the bureaucratic process, rules, and regulations

In written comments, respondents expressed frustration with a large bureaucracy that is difficult to navigate and slow to respond to customer interests and needs. Respondents suggested that streamlining could involve reducing the number of management levels involved in a decision process and limiting the amount of paperwork, rules, and regulations that customers have to

navigate. Also, respondents suggested that Reclamation be more open to exploring with customers alternative ways to efficiently provide services.

Streamline

- While Reclamation always provides me with timely information, sometimes they are a bit slow in getting projects initiated.
- Faster turn-around from Washington D.C. to local people.
- *Administration.* Increase speed and response time in contracts writing and renewal and review of plans. *Operations.* More accurately running Colorado River.
- Streamline. Empower local staff. Eliminate multiple layers of oversight and supervision. Eliminate area offices, they're redundant
- Change the attitude from what regulations prevent completion of an initiative to how can we streamline and get the job done.
- Expand the analysis of their (*Reclamation's*) customer's ability to provide services in a cost-effective environmentally efficient manner other than through their existing tools, which are too programmatic.

Be more accountable and commit to consumer needs

Respondents requested that Reclamation be more accountable to consumers and committed to being fair and consistent in the application of programs, rules, and regulations. Clarity in the roles of Reclamation staff and Reclamation's mission and objectives would help strengthen the relationship between Reclamation and its customers/collaborators. Fairness and consistency in the application of Reclamation programs, rules, and regulations were important to respondents because of the impact on the customer's primary service (primarily water delivery) and responsibility to their organizations (primarily water-based organizations and local governments).

More Accountability, Commitment, Consistency, and Fairness

- Do what is right for the good of the people and not special interest groups.
- More deference to local preference.
- Treat us fairly.
- When RPA reviews are conducted we feel the power some like to impose. If there was a willingness to work together rather than the heavy handed approach, things would work better.
- More public accountability in project development.
- Honor commitments on ongoing projects.
- Recall history of issues and follow through on commitments.
- Provide clear timelines and paths to complete projects and stick to them.

Provide a human face to Reclamation service delivery that is more flexible, responsive, and supportive

The insular, internal nature of the agency needs to turn outward and be more inclusive of its customers/collaborators. In written comments, respondents indicated that Reclamation needs to perform more outreach, provide more access to resources, reduce internal political conflict, and provide a more welcoming face to the customer by being more flexible, empathetic, and supportive.

More flexibility, responsiveness, and support

- Be more lenient.
- Be more external rather than so internal.
- Provides greater accessibility of resources, information, and people.
- Some personnel act like robots at meetings, but cannot answer or make decisions. Most are very helpful.
- Regional personnel need to be less territorial in relationship to promoting or increasing Reclamation control and involvement and more solutions oriented.
- Reduce political conflict between work done by staff and position taken by upper echelon.
- More outreach programs.
- Strive for common goals.

Positive comments about overall Reclamation efforts

- Service is tremendous.
- Continue in current method.
- Always been satisfied with customer service.
- They're (Reclamation efforts) fine the way they are.
- I am satisfied.
- Keep up the good work.
- Keep the excellent work up.
- It has always been ok.

6.0 Management

Customers are most satisfied with the quality of management decisions made at the local and regional levels. More than seventy percent of customers believe that the quality of decisions made at the area / project offices are “good” or “outstanding” (Table 6.0.1).

Table 6.0.1 Customer perception of the quality of decisions made at different management levels

	Poor	Adequate	Average	Good	Outstanding	Total
Local level (area/project office) N=423	3.5%	5.7%	17.0%	45.9%	27.9%	100.0%
Regional level (regional office) N=417	4.8%	11.0%	29.0%	39.3%	15.8%	100.0%
National level (Denver/D.C. office) N=396	8.3%	13.6%	32.6%	37.9%	7.6%	100.0%

In 2004, Dam safety and public safety received the highest ratings among the program areas that customers considered important to how they do business with Reclamation. The importance of safety issues has increased since the 1997/98 survey, when public safety was last on the list and

dam safety was considered sixth among fourteen programs or initiatives. It is probable that these two areas have increased in importance due in part to heightened awareness of safety issues post 9-11. Water supply and water conservation continue to be important program areas, with direct service customers ranking them as the top two program areas in importance in the 2004 survey.

Program areas that were important to more than fifty percent of respondents were: water supply, facilities, dam safety, water conservation, endangered species, public safety, environmental requirements, and resource planning. Respondents were most satisfied with Reclamation's management of dam and public safety (Table 6.0.2 and 6.0.3).


Table 6.0.2 Importance of program areas to Reclamation customers

(highlighted program areas are either "important" or "very important" to >50% of Reclamation customers)

	Unimportant / Not very important	Somewhat important	Important	Very important	Doesn't Apply	Total
Water supply N=441	1.4%	2.9%	8.4%	81.6%	5.7%	100%
Hydropower generation N=415	12.3%	10.8%	17.8%	17.3%	41.7%	
Facilities operation and maintenance N=423	5.2%	7.8%	27.7%	43.5%	15.8%	
Dam safety N=425	4.7%	7.1%	24.5%	44.0%	19.8%	
Water conservation N=431	2.8%	8.1%	26.2%	55.0%	7.9%	
Endangered species requirements N=430	11.6%	19.1%	26.7%	30.2%	12.3%	
Public Safety N=427	4.4%	13.6%	28.3%	35.4%	18.3%	
Environmental requirements N=423	6.9%	15.4%	36.2%	33.6%	8.0%	
Resource planning N=418	4.3%	10.8%	37.6%	32.8%	14.6%	
Recreation N=419	16.8%	21.5%	25.8%	11.0%	25.1%	
Cultural and archeological resources N=425	18.8%	27.1%	17.4%	14.6%	22.1%	
Native American affairs N=424	22.5%	17.7%	16.0%	15.6%	28.3%	
Research N=416	9.9%	20.0%	31.3%	16.6%	22.4%	
Water reuse / treatment N=420	10.5%	12.6%	25.5%	23.8%	27.6%	
Other N=177	5.7%	5.6%	9.0%	11.9%	67.8%	

Table 6.0.3 Customer satisfaction with agency management of program areas that are important to how customers do business with Reclamation.

(highlighted program areas are either “important” or “very important” to >50% of Reclamation customers, shaded rows indicated programs areas with >50% “good” or “outstanding” rating)

	Poor	Adequate	Average	Good	Outstanding	Does not apply	Total
Water supply	8.0%	8.0%	17.3%	47.3%	12.9%	6.3%	100.0%
Hydropower generation	2.5%	8.2%	11.3%	25.8%	6.2%	45.9%	
Facilities operation and maintenance	4.4%	9.4%	18.8%	42.7%	10.4%	14.3%	
Dam safety	1.8%	7.1%	14.1%	38.5%	20.9%	17.5%	
Water conservation	5.6%	9.5%	23.0%	38.9%	16.1%	6.9%	
Endangered species requirements	6.8%	13.1%	24.2%	32.7%	9.6%	13.6%	
Public Safety	3.1%	6.0%	17.4%	37.8%	18.5%	17.2%	
Environmental requirements	7.3%	11.1%	24.6%	36.5%	13.0%	7.5%	
Resource planning	5.0%	9.5%	29.2%	33.2%	9.7%	13.4%	
Recreation	3.2%	8.4%	24.1%	32.4%	6.8%	25.1%	
Cultural and archeological resources	2.7%	9.5%	25.7%	28.6%	8.5%	24.9%	
Native American affairs	3.0%	10.9%	21.0%	28.4%	6.6%	30.1%	
Research	4.0%	8.8%	22.9%	32.3%	8.0%	24.0%	
Water reuse / treatment	4.0%	10.9%	25.1%	25.9%	4.5%	29.6%	
Other	4.8%	3.0%	11.9%	13.7%	3.0%	63.7%	

While most important program areas also rated high in satisfaction among customers, a few program areas of importance had lower ratings. Less than fifty percent of respondents rated their satisfaction with the management of resource planning, environmental requirements, and endangered species requirements as “good” or “outstanding”. The importance of resource planning and environmental requirements as program areas did not significantly vary across regions, indicating that satisfaction with management of those program areas could improve across all regions.

The program area of endangered species requirements, however, did vary in importance across regions. The Great Plains rated the program lower in importance than the Pacific Northwest and Upper Colorado¹⁶. There was no significant difference in the satisfaction rating for management of that program area across regions. Therefore, customers in the Pacific Northwest and Upper Colorado regions may be less satisfied with the management of the endangered species program area because it is more important to how they do business with Reclamation. Further research needs to be conducted to further refine an understanding of what constitutes the dissatisfaction.

¹⁶ In an ANOVA, F=5.73 df (4,421) sig.=.000,

6.2 Customer Management Needs: written comments

In answer to the open-ended questions, 1) “If Reclamation could make one improvement in its interactions with you, what would it be?” and 2) “What is the single most important action that Reclamation could take to help its staff improve customer service?”, respondents provided comments on Reclamation management efforts as well as some comments indicating overall satisfaction with Reclamation. Categories and themes were developed using *NVivo* to analyze comments from the open-ended questions. Concerns focused on the management of staff, knowledge of laws and regulations, and acknowledgement of both the historical role of Reclamation and its response to change.

Manage staff effectively

In written comments, respondents requested that Reclamation offices be adequately staffed to handle the workload. Some suggested that staff be reconfigured so that offices could meet changing needs and demands. Also, respondents asked that Reclamation take responsibility for its staff actions by taking the time to select responsible and experienced staff members who are cognizant of the chain of command.

Careful selection and use of staff

- Hire qualified staff with required knowledge, skills, and abilities for each position.
- Increase workers in areas that are needed and decrease staff in areas where they are over-staffed.
- Put less workload on them.
- Lower level staff should do what senior level staff directs. Not always the case.

Knowledge of laws and regulations

Respondents expressed a desire for Reclamation to be active in understanding laws and regulations in advocating for change in Washington D.C., not allowing special interest groups to influence decision making, and to make changes to regulations when they prove ineffective at the local level.

Advocating for change, following the mandate

- Lobby Congress to allow more information exchange under Homeland Securities Act.
- Simplify Reclamation laws.
- Don’t make national rules apply at the local level.
- Keep Reclamation involved at the grassroots level.
- Know RRA law.
- Consult as mandated by federal laws. Indian tribes sovereign government.
- Don’t allow environmental groups and water “have-nots” to overly influence Reclamation operations on the river.

Acknowledge historical role and respond to change

While some respondents requested that Reclamation review its historical mandate and not cut ties with its historical mission, others suggested that Reclamation keep updated on changes that may affect its operations and respond appropriately.

Acknowledge ties with the past; provide solutions for the future

- Address increased recreation use of project lands. Need to address authorities and allow BOR to administer recreation facilities
- Get a clear understanding of the importance of the farmers' needs for water and stand behind them and not undermine them.
- USBR in my opinion came out of the Klamath issue with a serious Black Eye. It seems they had an opportunity to clear some of that up during the rogue consultation, and instead, seemed to work against the Districts forcing the Districts to expend considerable legal and professional funds.

7.0 Financial Processes

The financial section of the 2004 survey is an addition to the sections covered in the 1997/98 survey. As one of the proposed program initiatives, the financial section is intended to review customer satisfaction with Reclamation business practices. Not all respondents answered this suite of questions. Respondents were informed that, "If you don't have financial interactions with Reclamation, this is the end of the survey." Only survey respondents who had financial interactions with Reclamation (such as contracts) completed this section.

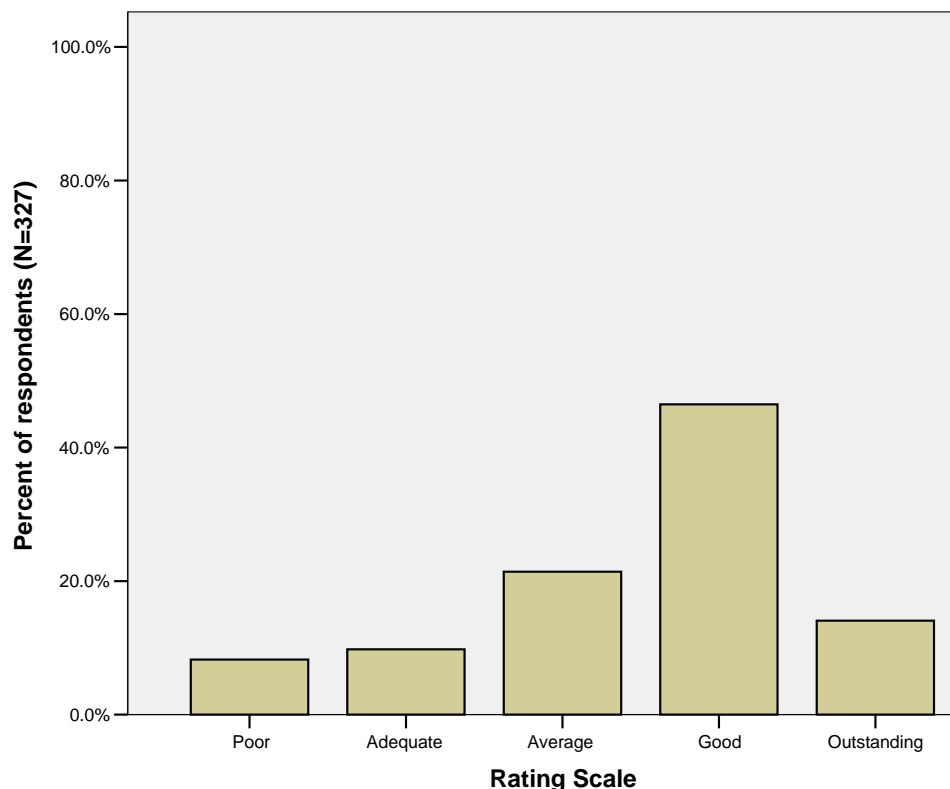


Figure 7.0.1 Customer expectations for convenient and useful financial interactions

Reclamation’s overall financial interactions with customers were rated as “good” or “outstanding” (Figure 7.0.1). Customer satisfaction with the timeliness of expenditure information was also good, with the majority of customers reporting that information was either very timely or on-time (Table 7.0.1).

Table 7.0.1 Customer perception of timeliness of Reclamation’s expenditure information

	Very late	Rarely on-time	Sometimes on-time	On-time	Very timely	Don't know	Total
year-to-date N=266	6.0%	6.0%	16.9%	39.5%	15.4%	16.2%	100.0%
quarter-to-date N=246	6.5%	5.3%	15.0%	38.2%	13.8%	21.1%	100.0%

Customers are contacted infrequently about their bills. Some respondents had never been contacted (34%) while others have been contacted twice (24%) or once (18%). This inconsistency could be due in part to the variation between customer-agency financial processes in different regions or the types of services being provided. If contacted about their bill, nearly sixty percent of those customers reported that the information provided was “good” or “outstanding.”

Almost half of the respondents did not contact Reclamation in the past year about their bills. Of those who did contact Reclamation, most only contacted Reclamation once (Table 7.0.2). The majority of respondents who contacted Reclamation about their bills were satisfied with the way in which Reclamation responded (Table 7.0.3), but those who called twice were less satisfied than those who called only once.

Table 7.0.2 Frequency of Contact about finance charges and billing

	Not at all	Once	Twice	Three times	Four times	More than four times	Total
Contacted by Reclamation about finance charges N=290	33.8%	18.3%	24.1%	10.0%	4.8%	9.0%	100 %
Customers contacted Reclamation about their bill N=273	47.6%	22.0%	12.1%	7.3%	2.9%	8.1%	100%

Table 7.0.3 Customer satisfaction with information received after contact

	Poor	Adequate	Average	Good	Outstanding	Total
Satisfaction with information when contacted by Reclamation about billing N=215	10.2%	12.6%	18.1%	49.3%	9.8%	100.0%
Satisfaction with Reclamation response when customer called about billing N=162	10.5%	13.0%	19.8%	45.7%	11.1%	100.0%

7.1 Identified customer needs in the financial billing process: written comments

In answer to the open-ended questions, 1) “If Reclamation could make one improvement in its interactions with you, what would it be?” and 2) “What is the single most important action that Reclamation could take to help its staff improve customer service?”, respondents provided comments on Reclamation management efforts as well as some comments indicating overall satisfaction with Reclamation. Comments were analyzed using *NVivo*. Respondents commented on the management of staff, knowledge of laws and regulations, and the acknowledgement of both the historical role of Reclamation and its response to change.

Transparency in billing

In written comments, respondents requested that Reclamation billing information be more transparent. Better itemization and more detail were two suggestions that respondents provided as a means to add more transparency in billing. Increased transparency could also lead to greater trust in the Reclamation financial process and less customer frustration.

Detail/Itemization

- Provide an itemized bill that will allow me to understand what services I received.
- More complete information about projected costs itemization of billed costs.
- Provide grant number on remittance process; finance receives and doesn’t know where to apply the funds.
- Make the billings more detailed and easier to understand.
- More detailed accounting. The pie chart (quarterly) doesn’t really explain anything.
- Itemized restoration charges on a biannual basis.
- Overhead costs from the Regional, Denver, and Washington offices of Reclamation should be listed as separate line items on financial billings and not be allocated to project features as direct costs. The general project feature overhead allocation does not easily allow us to see how much the direct costs are which are incurred on the project. Applying overhead costs incurred from the local area office to direct costs associated with a project feature is acceptable, but like overhead costs from the Regional, Denver or Washington Reclamation offices, we would prefer those area office overhead costs also be shown as a line item.
- Send a notice when transferring funds to our bank account.
- Clear identification of service.
- More detailed cost accounting/billing. Pie charts still do not provide services performed or costs.
- Send me all business mailings related to the contract on the land I rent.
- Make operation and maintenance the only O & M charge not all the other garbage.
- Our rates are contractual. The alleged O & M deficit billings are incomprehensible.

- Simplify presentation of how O&M charges (overhead) are arrived at.
- Send out a billing history with payments and balances.
- A more itemized bill. Currently the information is too vague.
- More explanation on bill. Detail!
- Notification when direct deposits are made to our account.
- Improve reports to clarify terms of contract.

Responsive to timing in customer financial processes

Reclamation needs to be more responsive to customer deadlines that may be different than the deadlines that Reclamation follows. Respondents mentioned that their budget years do not coincide with Reclamation's financial schedule, and Reclamation needs to be cognizant of this fact. Respondents would also like to see invoices and other billing information arrive in a timely manner so that they can keep track in the billing process.

Timing/Timely

- Needs to be timelier in capital replacement.
- Remember our budget year is January to December, not October to September like the Bureau's.
- Delivery/billing reconciliations conducted more timely.
- Get the final billing information out by the 1st part of July.
- By releasing money/draw downs in a timely manner.
- Try to be more current. Getting bills after the fact is difficult to handle.
- Get more up to date and closer to real-time or year. Year behind makes it difficult when surprises arise.
- Get your contract out in a timely manner. Not at the end of your fiscal year.
- Keep clear concise records that can be retrieved in a timely manner.
- Billing in January instead of February.
- Bill at the end of the year, just once. Would eliminate estimate payments and confusion.
- Invoice on time.
- Keep us better informed in a timely manner.

Be fair and justify expenses

Respondents would like to be treated as collaborators in new financial agreements. If new charges are made, customers would like justifications provided in terms of services. Better communication can improve customer perceptions of fairness. Customers would like to know more about why funds are collected and how they are spent.

Fairness/Justification

- Justify mitigation efforts and expenses.
- My biggest problem with BOR is regarding the new financial agreements with cooperators. The cooperators are treated as if we are contractors. The vehicles and processes used to provide assistance to and receive services from cooperators are not appropriate.
- Quit adding to our contracts.
- Figure a way to keep the price of irrigation water down. Our products are the same as they were in the 1950's.
- Advise water contractor of budgets and live within your budgets
- Hold costs at lowest possible/feasible level.
- Do only services requested by those paying the bill and charge other services to others or other programs.
- Better communication, justification for billing. Must comply with project's original purpose. Limited emphasis on endangered species.

Make financial processes less cumbersome and unwieldy

Respondents requested that Reclamation be less cumbersome in its financial processes by simplifying the system and making the process less confusing. Improving online processes for transferring funds, centralizing financial information, and making the process understandable to new customers were some of the suggestions provided by respondents.

Streamline

- Run its books like a private business. USBR accounting system is the most cumbersome and backward system I have had to work with.
- The reimbursement process between state and federal is cumbersome.
- Sometimes the actual bill is confusing, but working with the representatives from the Bureau clears it up.
- Continue to simplify billing process.
- In consultation with my agency, improve the online process of transferring O & M funds.
- Regard the people like me who have never farmed (inherited). Farm land and especially in statements of indebtedness which do not have to be paid now. And other business financial statements and make it simple.
- Keep information at one location, on the local level, without paper trail from here to there – the act is not together – 1 department somewhere else is supposedly in control of my information.

Be accurate in accounting

In written comments, respondents requested that Reclamation take care to be accurate in its current and projected costs. Accurate records are important to know who to charge, one customer reported receiving information on property that had already been sold. Accuracy in billing statements helps build trust that Reclamation is taking care to make sure customers are charged the proper cost.

Accuracy

- Provide more accurate projections of O&M expenses. Each of the last 2 years has seen O&M cost come in 15% higher than projected. This causes serious budget problems for us.
- Attention to detail and better description of work performed. Greater care in estimates.
- I'm still receiving data for a property I sold in 2003.
- Be as accurate as possible in its billing statements.
- Go over figures a little closer and make sure everything gets charged to the proper cost authority in the year that it is supposed to.
- Greater care in estimates.
- Get the charges right and explain why and how they care to change.
- Provide accurate information regarding the estimate for repairs and the additional cost to contract users to allow adequate budgeting for users.

Change organizational processes

As customer/collaborators, respondents provided suggestions on how Reclamation could improve its financial processes by making changes in its services, its funding, and its administrative procedures.

Improvements

- Consider recycled water more important as supply resource and fund it higher.
- Return the water payment process to the local reclamation office. It was more efficient when the payments went to the office that knew what was going on instead of sending the money and receiving bills from an accounting office that doesn't always have a clue.
- Long-term cost projections.
- Improve your contracting capability.
- Financial reconciliation concerning annual balance.
- Handle all Reclamation Reform Act issues out of Casper → audits.
- Send a larger envelope for the yearly payments.

8.0 Regional Differences

Even with the diversity of Reclamation regions, customer satisfaction regarding Reclamation communication, service delivery, and financial processes does not vary significantly. Respondents from different regions varied in the importance they assigned to certain management program areas, their satisfaction with management of other program areas, and their satisfaction with Reclamation financial processes. Two methods were used to assess variance among regions. Analysis of variance and chi-square techniques were used to assess differences in the distribution of answers among respondents. An analysis of variance determines whether differences exist between the means of responses (i.e. the mean response to an item on a 1-5 scale may be 3.8) to an item. Post-hoc tests were conducted to determine which means differ.

When comparing satisfaction with communication across regions, the only difference between regions is with the item, “providing unbiased technical and scientific support”. The Mid-Pacific region was rated as not often providing that support, while the Great Plains region rated the highest among regions, as “often” providing unbiased support¹⁷.

There were no significant differences between regions in customer satisfaction with service delivery. Regarding perceived importance of program areas and satisfaction with their management, respondents did differ significantly between regions.

Customers from different regions differed in how they rated the importance of endangered species requirements, Native American affairs, and water reuse/treatment¹⁸. The Pacific Northwest and the Upper Colorado regions rated “endangered species requirements” as more important. The Mid-Pacific’s importance rating for Native American affairs was lower than the other regions. And, the Upper and Lower Colorado’s importance rating for water reuse was higher than the other regions.

There were also differences between regions in the importance of cultural and archeological resources and hydropower generation, however, it is difficult to say how significant those differences were since the differences only involved the Upper or Lower Colorado and those two regions had a lower number of responses to this measure. No significant differences were found in customer satisfaction with the quality of management level decisions.

Differences in customer expectations for financial processes were evident among regions, primarily between the Mid-Pacific and other regions¹⁹. This could be due in part that some water-based organizations identified themselves as “private businesses” more often in the Mid-Pacific than water-based organizations in the other regions. As a private business, customers may have higher expectations for financial operations.

There were differences between regions in respondent Service and Affiliation which may help explain differences in the importance of certain program areas. The Pacific Northwest region had more respondents from the federal government and water-based organizations and fewer respondents from local government. The Lower and Upper Colorado regions had more respondents from Native American Nations / Groups. The Mid-Pacific region had a very high percentage of respondents who received agricultural water as their primary service and a lower percentage of respondents who received municipal water as their primary service. A comparison among regions of responses to financial questions and other selected questions can be found in Appendix C.

¹⁷ In an ANOVA analysis, the significant difference between regions was .000 with F=5.349, df (4, 419)

¹⁸ ANOVA, F=5.74 df(4,425) sig.=.000; F=13.38 df (4, 419), sig.=.000; F=6.44 df (4,415) sig.=.000

¹⁹ ANOVA of financial expectations, sig=.001, F=5.08 df(4,321)

9.0 Conclusion

Overall customer satisfaction with Reclamation is good. The challenge remains finding ways to involve the customer in meaningful interactions that inform agency planning and decision making.

Reclamation staff will need to more fully understand the significance of a customer relationship and how communication can help strengthen the customer relationship with Reclamation. Agency staff is already succeeding at the primary components of customer communication: courtesy, respect, understanding customer needs, and valuing the customer relationship. Staff can build on these attributes when developing a unified approach for receiving and incorporating input into planning and decision making.

Understanding customer communication interests and needs is one step toward developing strategies for customer involvement in agency planning and decision making. Findings from this survey indicate that customers would like to be updated about changes. This can be accomplished by taking advantage of available communication technologies and providing opportunities for interpersonal and small-group communication.

If customers are kept informed, they are more likely to feel included and involved. Also, by clarifying decision authority and the role of the customer input in agency planning and decision making, Reclamation can help customers better understand and define their involvement in agency decision making.

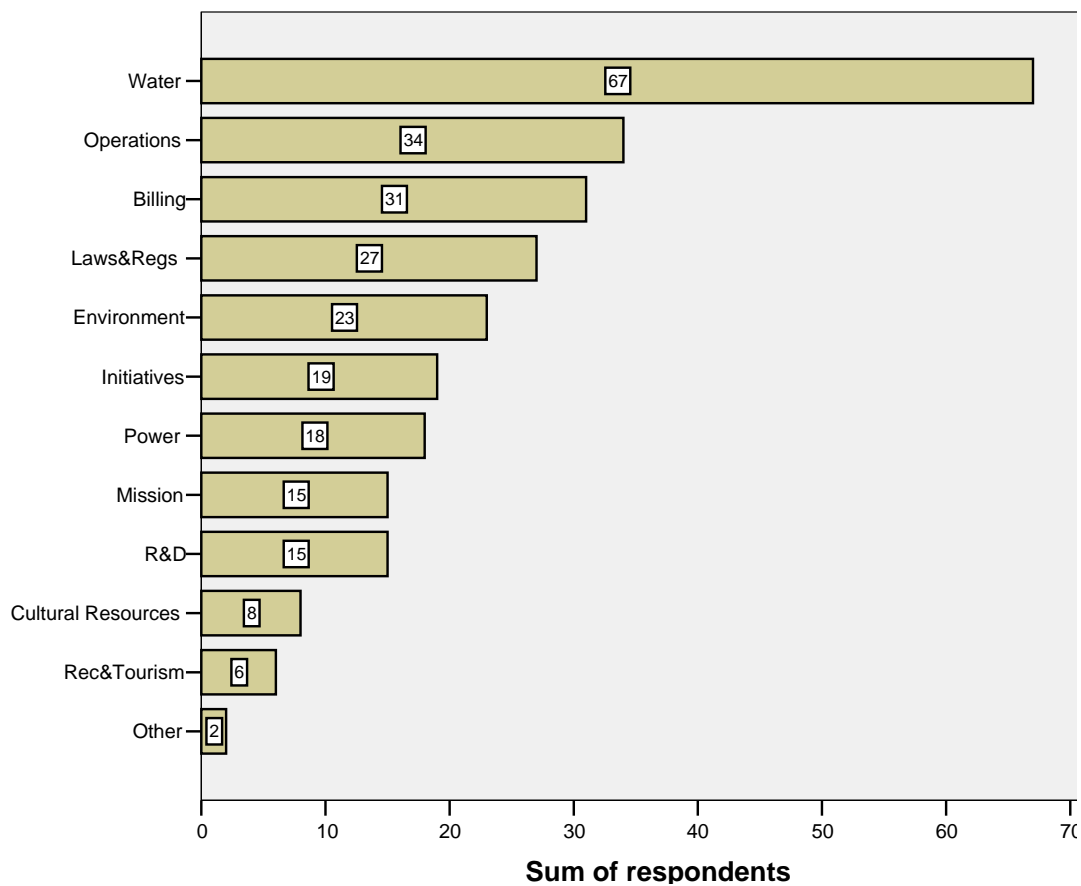
Appendix A

Mid-Pacific Community Response Summary

Section 1: Customer satisfaction with Reclamation communication

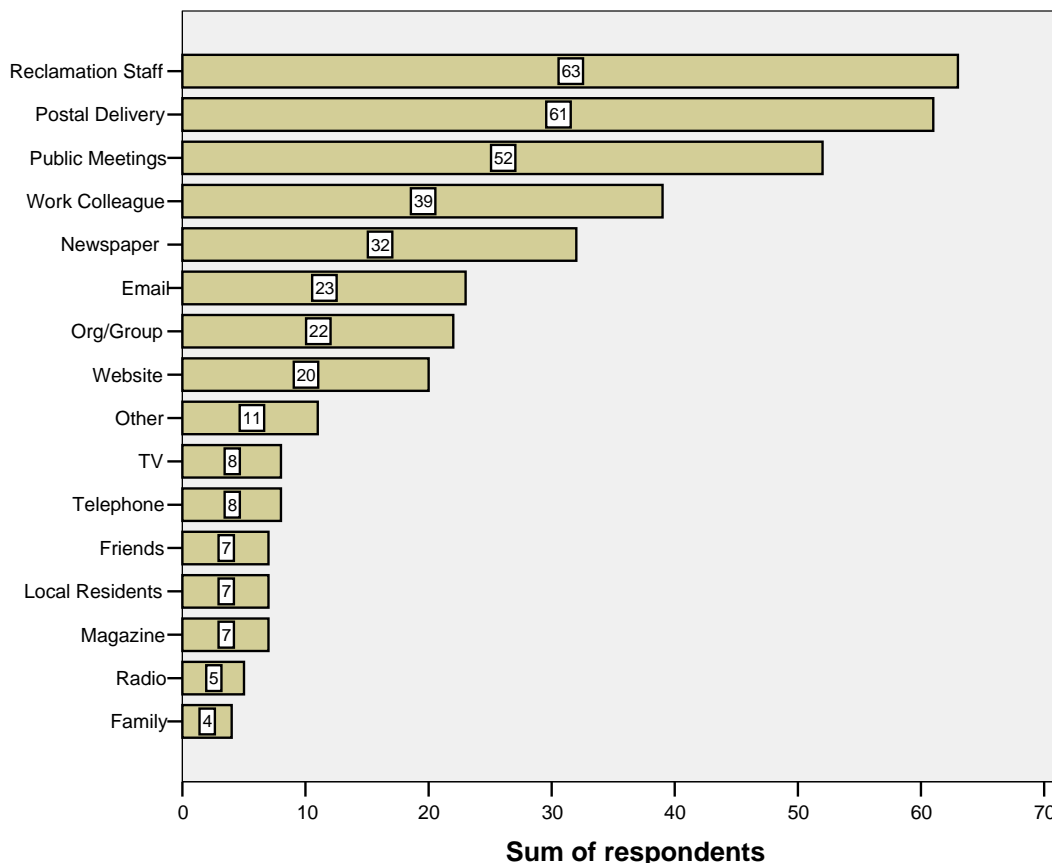
1. Which topics would you like to receive information about from the U.S. Bureau of Reclamation?

Information Topics	Count	Responses	Column Responses %	Column Response % (Base: Count)
Water	67	67	25.3%	81.7%
Operations	34	34	12.8%	41.5%
Billing	31	31	11.7%	37.8%
Laws&Regs	27	27	10.2%	32.9%
Environment	23	23	8.7%	28.0%
Initiatives	19	19	7.2%	23.2%
Power	18	18	6.8%	22.0%
Mission	15	15	5.7%	18.3%
R&D	15	15	5.7%	18.3%
Cultural Resources	8	8	3.0%	9.8%
Rec&Tourism	6	6	2.3%	7.3%
Other	2	2	.8%	2.4%
Total	82	265	100.0%	323.2%

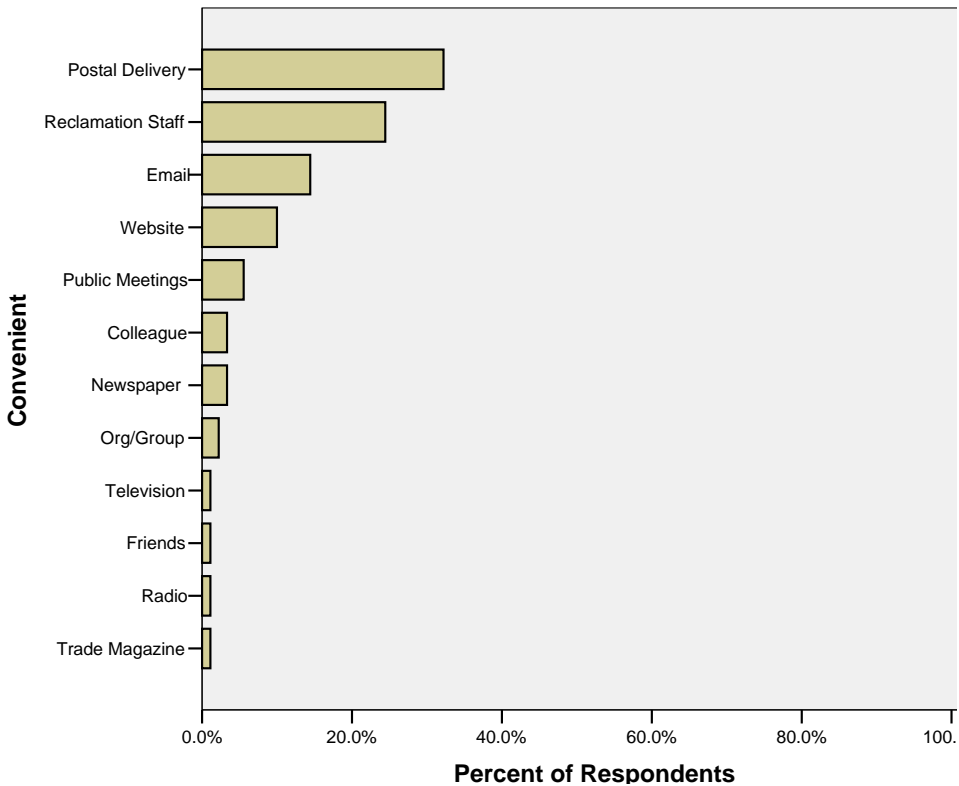


2. How do you learn about Bureau of Reclamation activities and decisions?

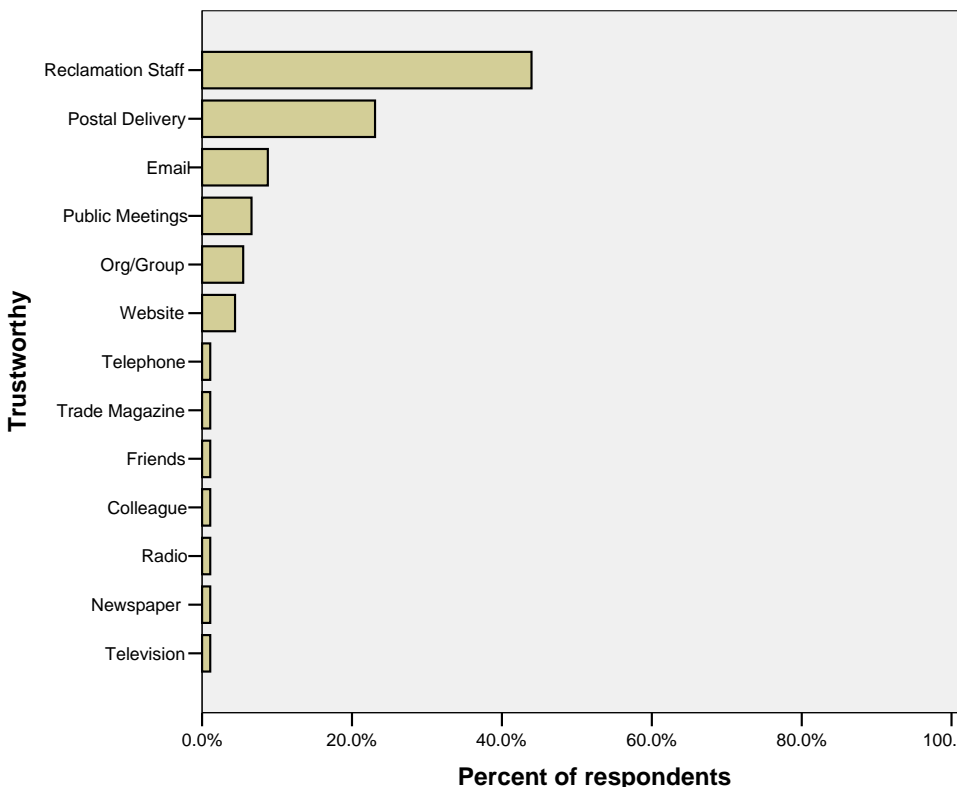
Information sources	Count	Responses	Column Responses %	Column Response % (Base: Count)
Reclamation Staff	63	63	17.1%	60.6%
Postal Delivery	61	61	16.5%	58.7%
Public Meetings	52	52	14.1%	50.0%
Work Colleague	39	39	10.6%	37.5%
Newspaper	32	32	8.7%	30.8%
Email	23	23	6.2%	22.1%
Org/Group	22	22	6.0%	21.2%
Website	20	20	5.4%	19.2%
Other	11	11	3.0%	10.6%
Telephone	8	8	2.2%	7.7%
TV	8	8	2.2%	7.7%
Friends	7	7	1.9%	6.7%
Local Residents	7	7	1.9%	6.7%
Magazine	7	7	1.9%	6.7%
Radio	5	5	1.4%	4.8%
Family	4	4	1.1%	3.8%
Total	104	369	100.0%	354.8%



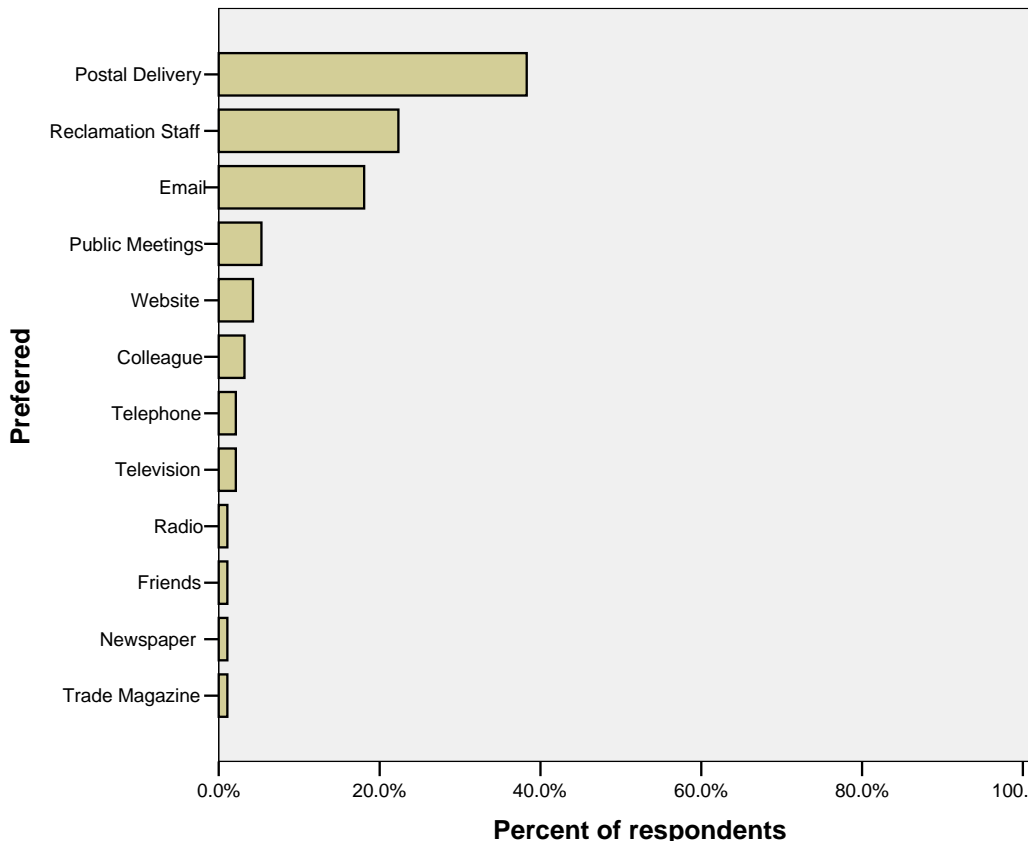
2a. Which communication source do you find the most convenient?



2b. Which communication source do you find the most trustworthy?




2c. Which communication source, do you prefer to use for receiving information?



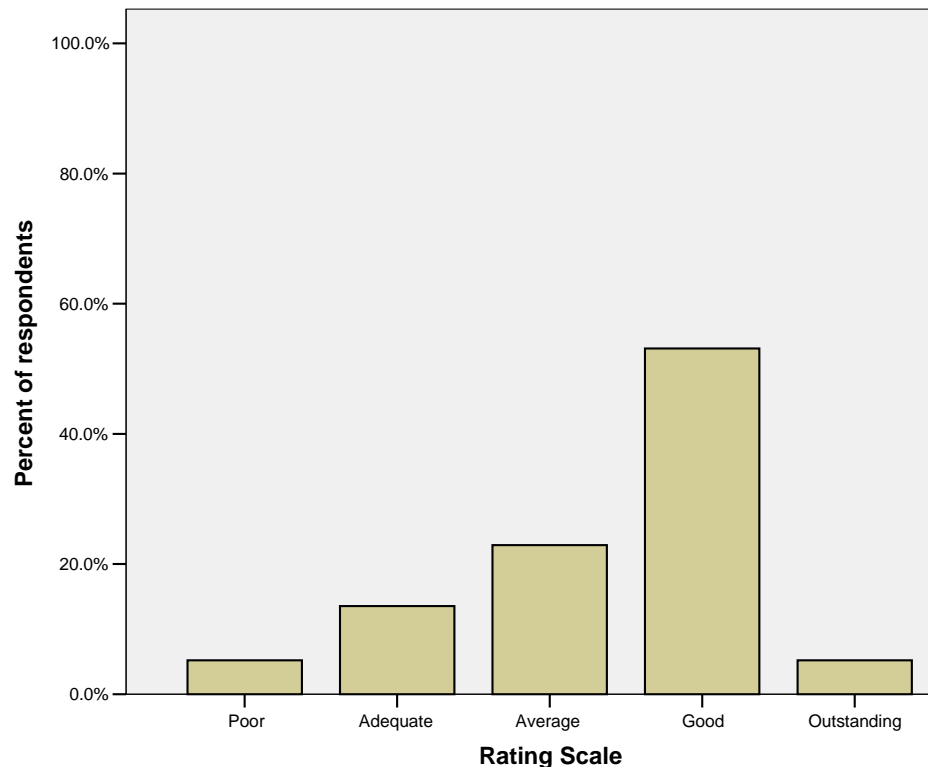
	Reclamation Staff	Postal Delivery	Email	Website	Public Meetings	Org/Group	Colleague	Newspaper, Radio, Television, or Trade Magazine	Family, Friends, or local residents	Telephone	Total
Convenient N=90	24.4%	32.2%	14.4%	10.0%	5.6%	2.2%	3.3%	5.5%	1.1%	.0%	100.0%
Trustworthy N=91	44.0%	23.1%	8.8%	4.4%	6.6%	5.5%	1.1%	3.3%	1.1%	1.1%	100.0%
Preferred N=94	22.3%	38.3%	18.1%	4.3%	5.3%	.0%	3.2%	3.3%	1.1%	2.1%	100.0%

3. During the past 12 months as a Reclamation customer indicate your level of agreement with the following:

Communication Factors	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Provides easy access to contacts N=99	3.0%	21.2%	39.4%	29.3%	7.1%	100.0%
Answers needs with single point of contact N=98	15.3%	28.6%	36.7%	15.3%	4.1%	
Provides accurate information N=98	3.0%	20.4%	44.9%	30.6%	1.0%	
Provides information in timely manner N=99	15.1%	21.2%	37.4%	25.3%	1.0%	
Uses plain language N=97	9.3%	21.6%	41.2%	26.8%	1.0%	
Makes it easy to find out about proposed changes N=98	18.4%	32.7%	28.6%	15.3%	5.1%	
Values agency-customer relationship N=99	13.1%	19.2%	31.3%	30.3%	6.1%	
Considers customer input in planning process N=98	19.4%	32.7%	25.5%	10.2%	12.2%	
Provides useful information via web N=98	4.1%	25.5%	24.5%	9.2%	36.7%	
Provides unbiased tech/scientific support	14.7%	34.7%	27.4%	6.3%	16.8%	

Section 2: Customer satisfaction with Reclamation service delivery

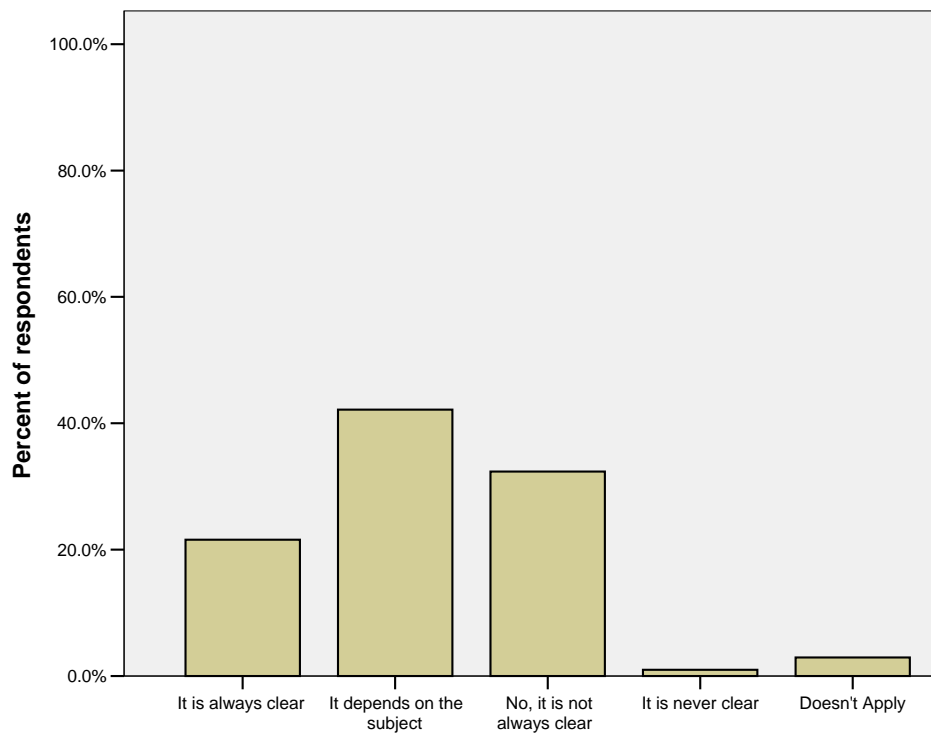
1. Everything considered, please rate how satisfied you are with the way Reclamation delivers its services?



2. How would you rate the Reclamation staff on its customer service?

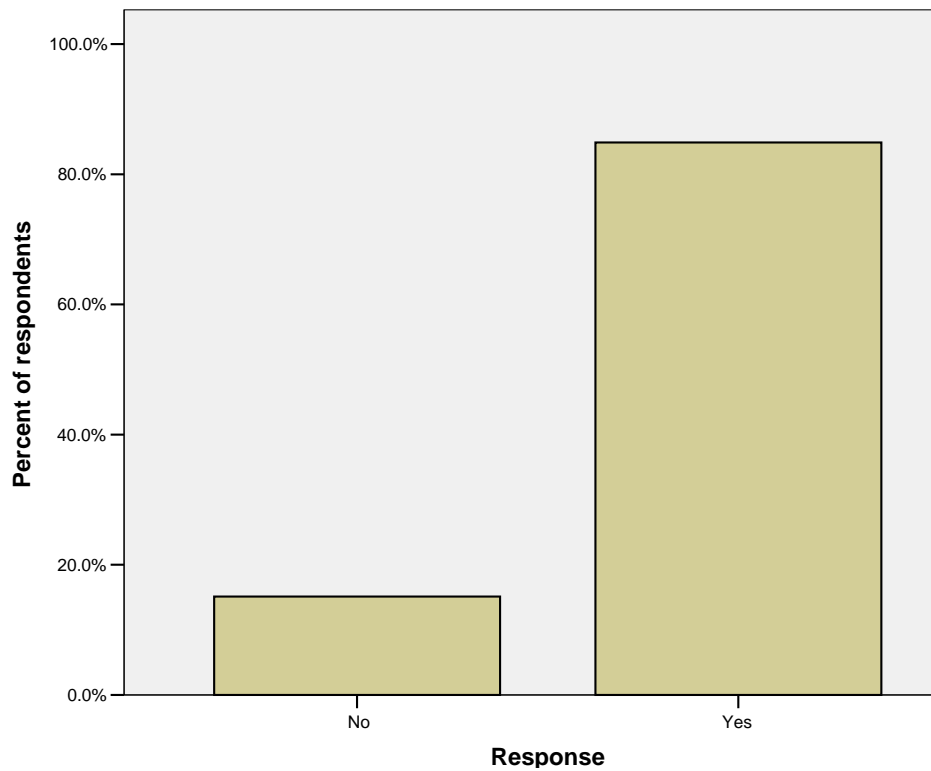
Customer Service Factors	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Accessible N=101	4.0%	13.9%	52.5%	28.7%	1.0%	100.0%
Helpful N=102	3.9%	16.7%	49.0%	29.4%	1.0%	<div></div>
Knowledgeable N=102	2.9%	24.5%	44.1%	26.5%	2.0%	
Timely N=102	13.7%	22.5%	43.1%	18.6%	2.0%	
Courteous/respectful N=103	.0%	9.7%	37.9%	51.5%	1.0%	
Committed to understanding customer needs N=100	5.0%	28.0%	39.0%	24.0%	4.0%	
Clearly explains Reclamation rules and regulations N=104	8.7%	26.9%	38.5%	21.2%	4.8%	<div></div>
Effectively involves public in planning N=97	11.4%	33.0%	32.0%	11.3%	12.4%	

3. Is it clear whom to contact in Reclamation for assistance with your specific needs?




Whom to Contact?

4. Is there an office or staff person who has been especially *helpful*?



Section 3: Please tell us about your level of satisfaction with Reclamation's management

1. This question has two parts. First, rate how important the item is for how you do business with Reclamation. *(Items that were rated >50% as “important” or “very important” are highlighted in bold)*

Program Areas	Unimportant / Not very Important	Somewhat important	Important	Very Important	Doesn't Apply	Total
Water supply N=103	.0%	2.9%	8.7%	86.4%	1.9%	100.0%
Hydropower generation N=95	11.6%	13.7%	13.7%	21.1%	40.0%	
Facilities operation and maintenance N=93	1.1%	14.0%	28.0%	39.8%	17.2%	
Dam safety N=94	5.3%	7.4%	23.4%	38.3%	25.5%	
Water conservation N=101	4.0%	11.9%	32.7%	41.6%	9.9%	
Endangered species requirements N=98	16.3%	24.5%	22.4%	25.5%	11.2%	
Public Safety N=98	8.2%	19.4%	19.4%	29.6%	23.5%	
Environmental requirements N=97	12.4%	17.5%	34.0%	26.8%	9.3%	
Resource planning N=93	6.5%	10.8%	36.6%	24.7%	21.5%	
Recreation N=93	16.2%	25.8%	25.8%	4.3%	28.0%	
Cultural and archeological resources N=97	27.8%	27.8%	8.2%	6.2%	29.9%	
Native American affairs N=98	35.7%	18.4%	6.1%	3.1%	36.7%	
Research N=94	12.8%	23.4%	24.5%	9.6%	29.8%	
Water reuse / treatment N=98	8.2%	15.3%	26.5%	24.5%	25.5%	
Other N=46	6.5%	6.5%	4.3%	10.9%	71.7%	

1. Then, please rate how satisfied you are with the way Reclamation is managing for each item. (Items that were rated >50% as “important” or “very important” in the previous table are highlighted in bold in this table, the rows that are shaded in gray indicate that >50% of customers are also find management of that item to be, “good” or “outstanding”)

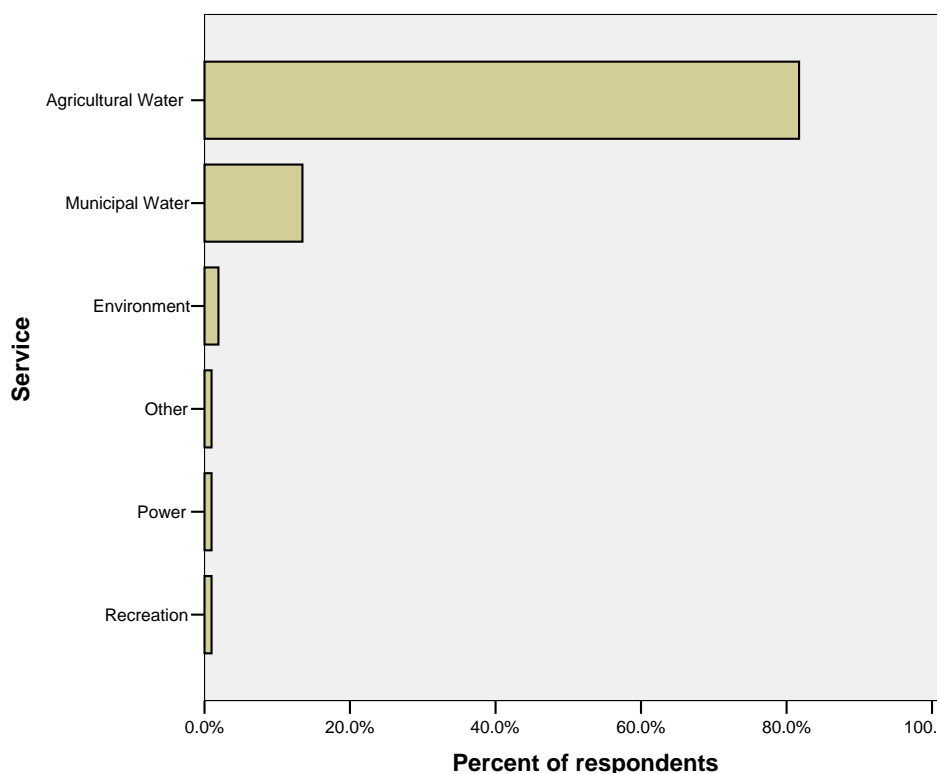
	Poor	Adequate	Average	Good	Outstanding	Does not apply	Total
Water supply N=93	9.7%	16.1%	15.1%	50.5%	7.5%	1.1%	100.0%
Hydropower generation N=77	2.6%	11.7%	18.2%	23.4%	1.3%	42.9%	↓
Facilities operation and maintenance N=83	3.6%	14.5%	22.9%	42.2%	3.6%	13.3%	
Dam safety N=79	1.3%	8.9%	16.5%	36.7%	13.9%	22.8%	
Water conservation N=89	5.6%	15.7%	25.8%	38.2%	6.7%	7.9%	
Endangered species requirements N=87	9.2%	20.7%	29.9%	20.7%	8.0%	11.5%	
Public Safety N=83	1.2%	8.4%	21.7%	36.1%	13.3%	19.3%	
Environmental requirements N=84	9.5%	19.0%	27.4%	28.6%	9.5%	6.0%	
Resource planning N=79	2.5%	17.7%	34.2%	25.3%	5.1%	15.2%	
Recreation N=79	1.3%	10.1%	27.8%	31.6%	5.1%	24.1%	
Cultural and archeological resources N=79	1.3%	11.4%	31.6%	22.8%	5.1%	27.8%	
Native American affairs N=77	2.6%	16.9%	19.5%	23.4%	2.6%	35.1%	
Research N=79	3.8%	10.1%	27.8%	24.1%	6.3%	27.8%	
Water reuse / treatment N=79	6.3%	11.4%	32.9%	24.1%	1.3%	24.1%	
Other N=38	7.9%	10.5%	10.5%	5.3%	.0%	65.8%	

2. Please rate how satisfied you are with decisions made at these different management levels within Reclamation.

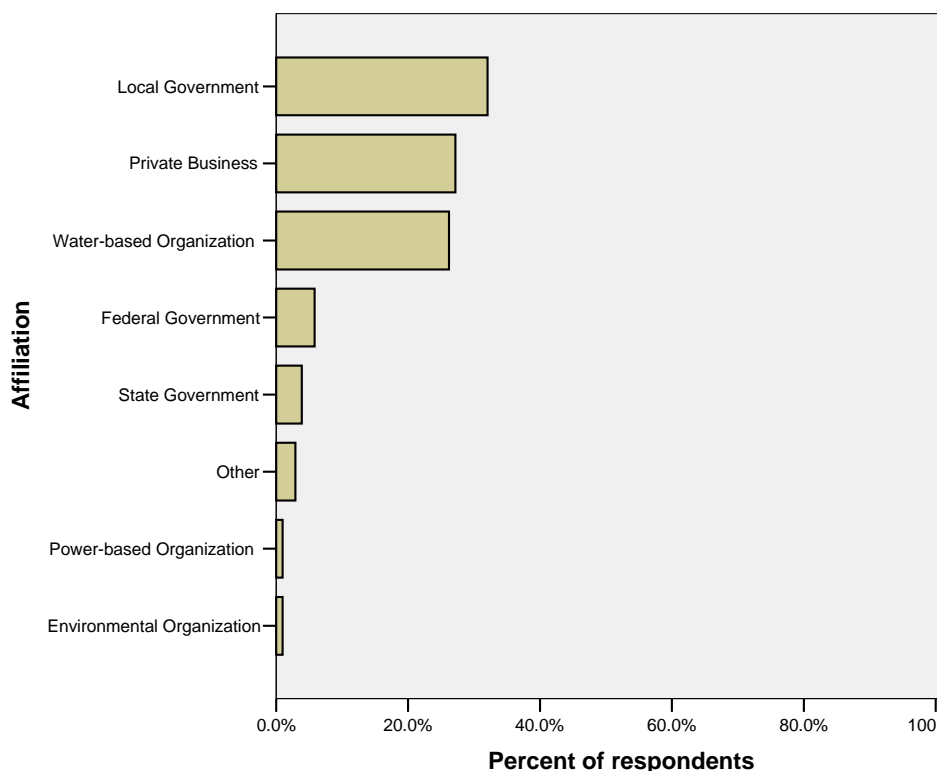
Management Levels	Poor	Adequate	Average	Good	Outstanding	Total
Local level (area/project office) N=91	.0%	7.7%	19.8%	48.4%	24.2%	100.0%
Regional level (regional office) N=93	3.2%	12.9%	37.6%	34.4%	11.8%	100.0%
National level (Denver/D.C. office) N=85	8.2%	24.7%	32.9%	27.1%	7.1%	100.0%

Section 4: Respondent Characteristics

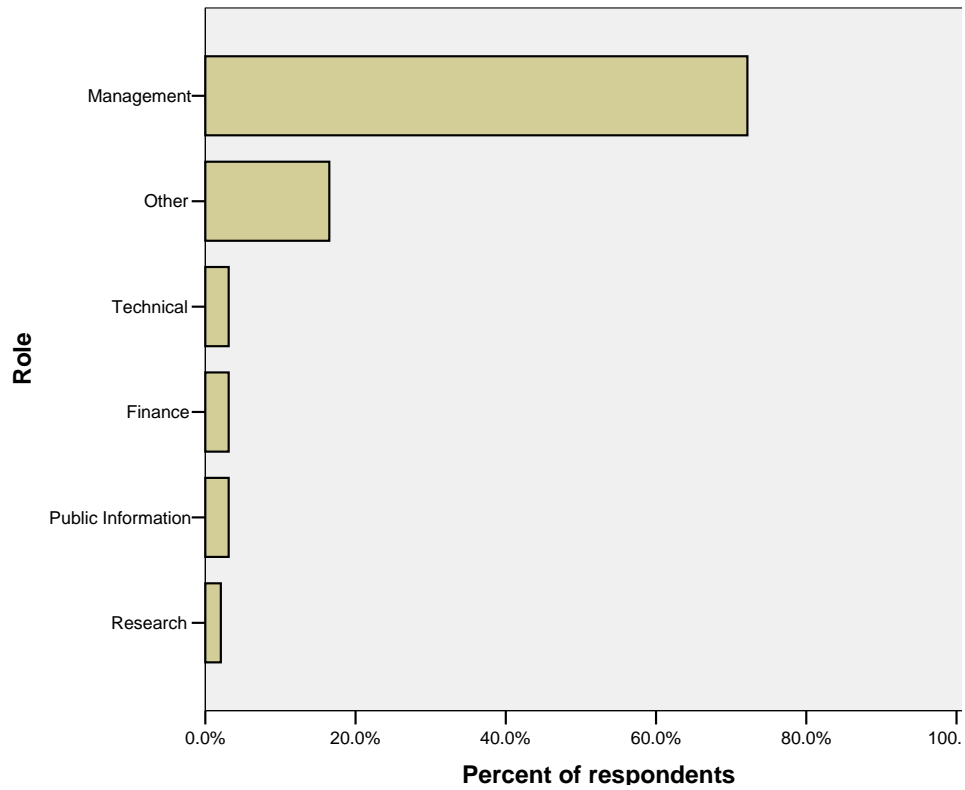
1. Check the program area that describes the *primary* service you receive from Reclamation.



2. Please check the organization that describes your affiliation.

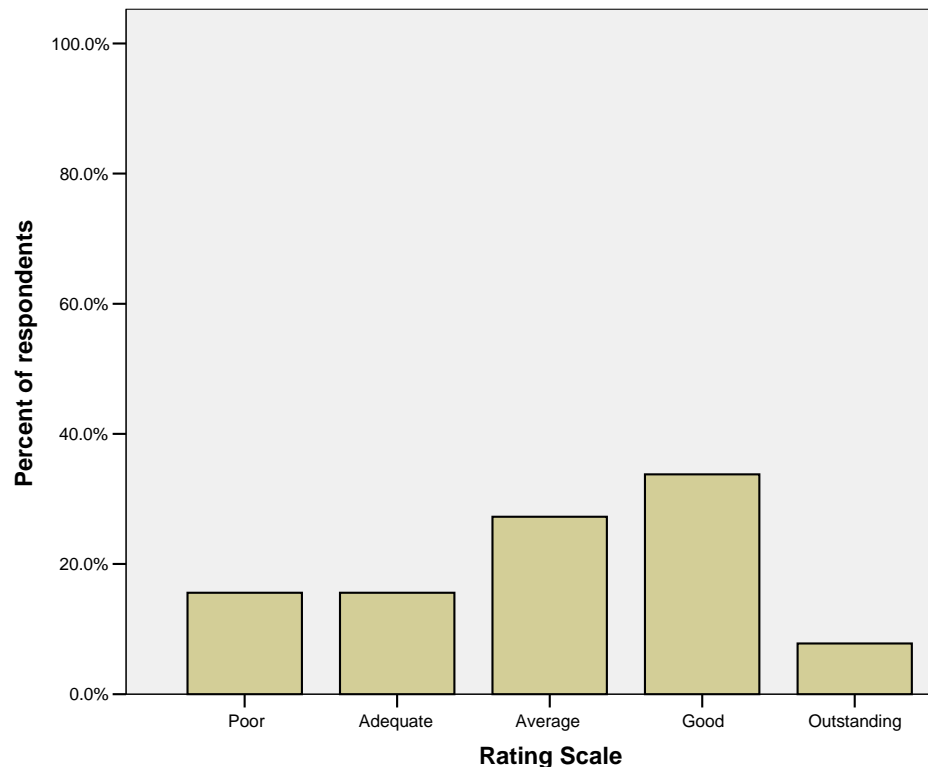


3. Please select which professional description best describes your role in that organization.



Section 5: Please tell us about your level of satisfaction with Reclamation's financial processes

1. How would you rate Reclamation's personnel in meeting your expectations for convenient and useful financial interactions?



2. How timely is the expenditure information that Reclamation provides?

	Very late	Rarely on-time	Sometimes on-time	On-time	Very timely	Don't know	Total
Year-to-date N=67	11.9%	13.4%	20.9%	32.8%	9.0%	11.9%	100.0%
Quarter-to-date N=60	13.3%	10.0%	18.3%	35.0%	8.3%	15.0%	100.0%

3., 4. Frequency of Contact

	Not at all	Once	Twice	Three times	Four times	More than four times	Total
Contacted by Reclamation about finance charges N=75	20.0%	16.0%	40.0%	12.0%	5.3%	6.7%	100.0%
Customers contacted Reclamation about their bill N=76	31.6%	21.1%	18.4%	13.2%	6.6%	9.2%	100.0%

3. a., 4.a. Satisfaction with information provided

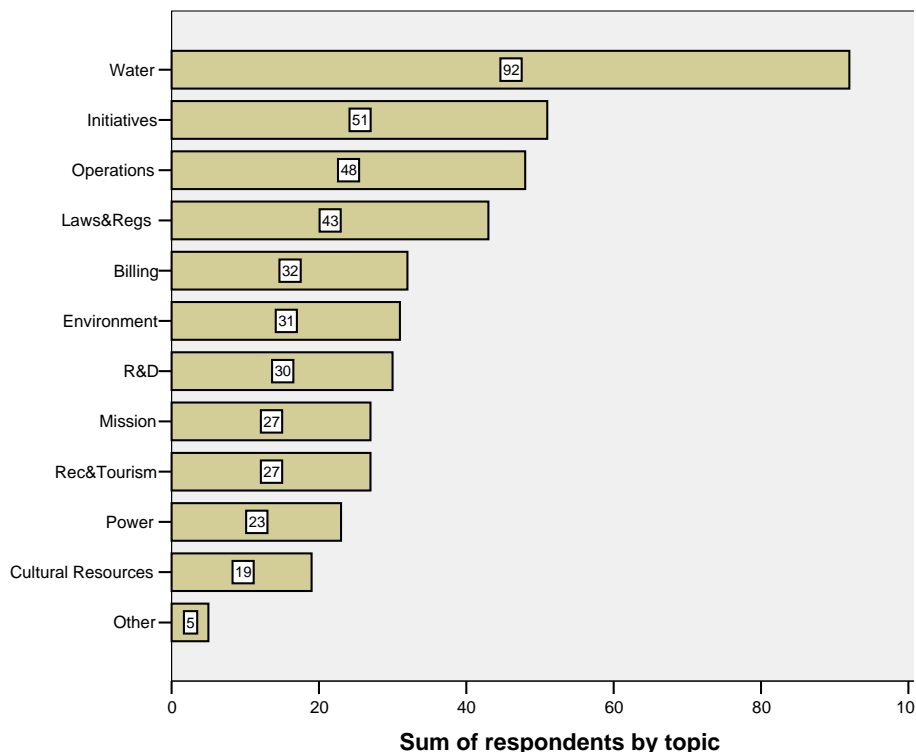
	Poor	Adequate	Average	Good	Outstanding	Total
Satisfaction with information when contacted by Reclamation about billing N=69	18.8%	17.4%	20.3%	34.8%	8.7%	100.0%
Satisfaction with Reclamation response when customer called about billing N=56	14.3%	14.3%	17.9%	46.4%	7.1%	100.0%

Great Plains Community Response Summary

Section 1: Customer satisfaction with Reclamation communication

1. Which topics would you like to receive information about from the U.S. Bureau of Reclamation?

Topics	Count	Responses	Column Responses % ²⁰	Column Response % (Base: Count) ²¹
Water	92	92	21.5%	75.4%
Initiatives	51	51	11.9%	41.8%
Operations	48	48	11.2%	39.3%
Laws & Regs	43	43	10.0%	35.2%
Billing	32	32	7.5%	26.2%
Environment	31	31	7.2%	25.4%
R&D	30	30	7.0%	24.6%
Mission	27	27	6.3%	22.1%
Rec & Tourism	27	27	6.3%	22.1%
Power	23	23	5.4%	18.9%
Cultural Resources	19	19	4.4%	15.6%
Other	5	5	1.2%	4.1%
Total	122	428	100.0%	350.8%

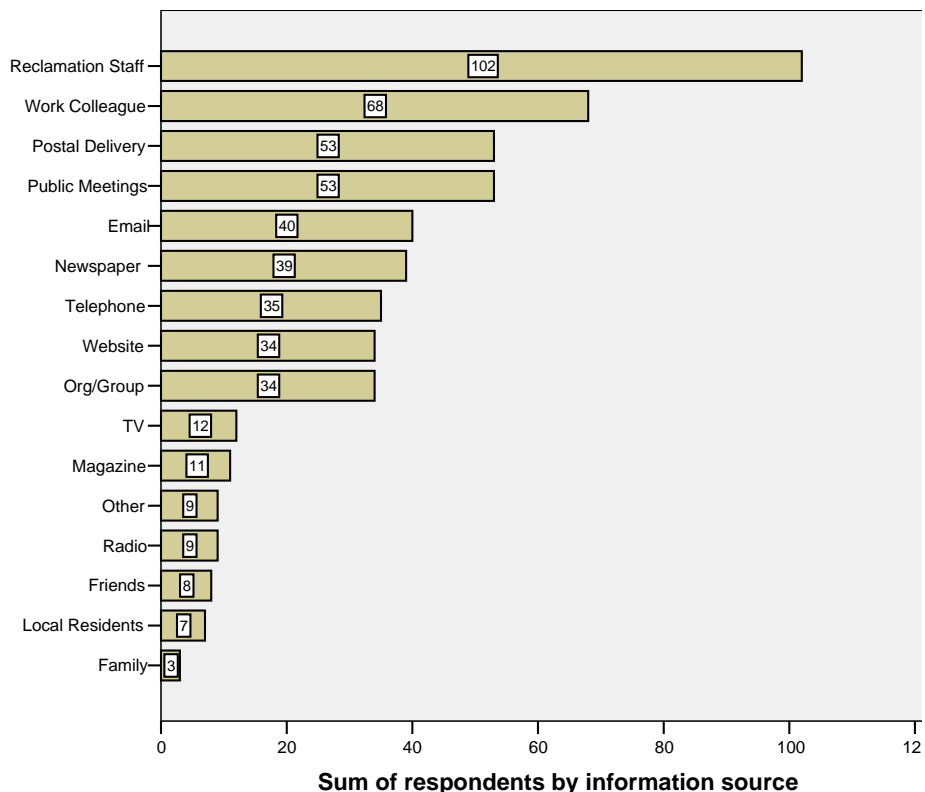


²⁰ The percentage base for column response percentage is the total number of checked responses

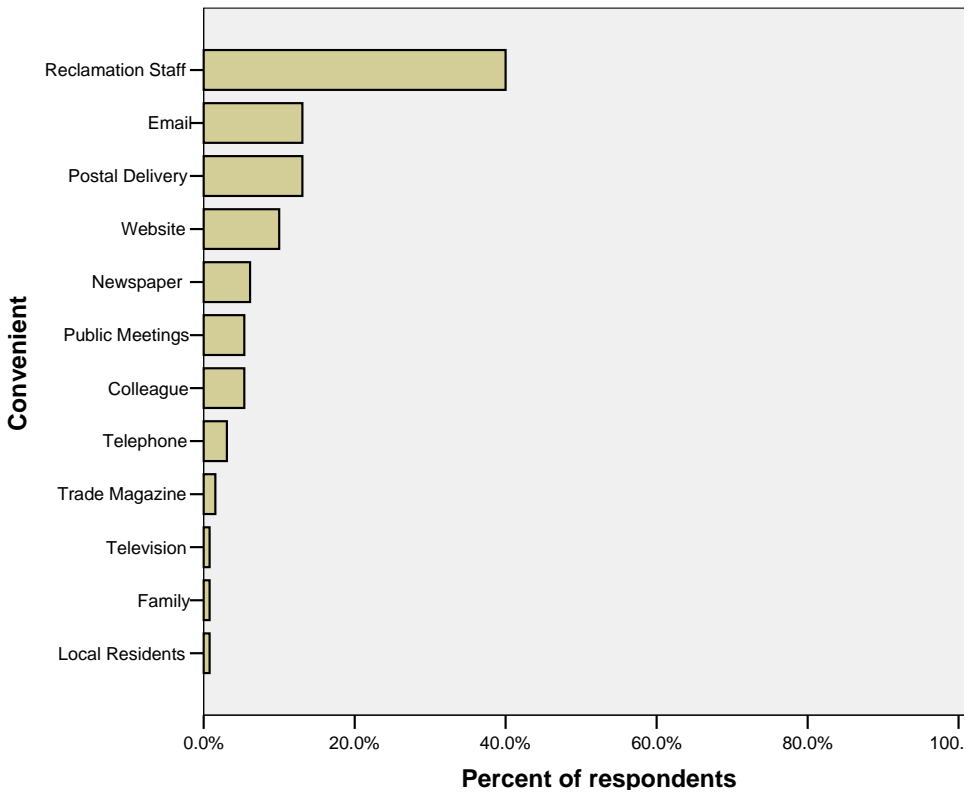
²¹ Column response percentages with number of respondents who checked at least one topic as the percentage base

2. How do you learn about Bureau of Reclamation activities and decisions?

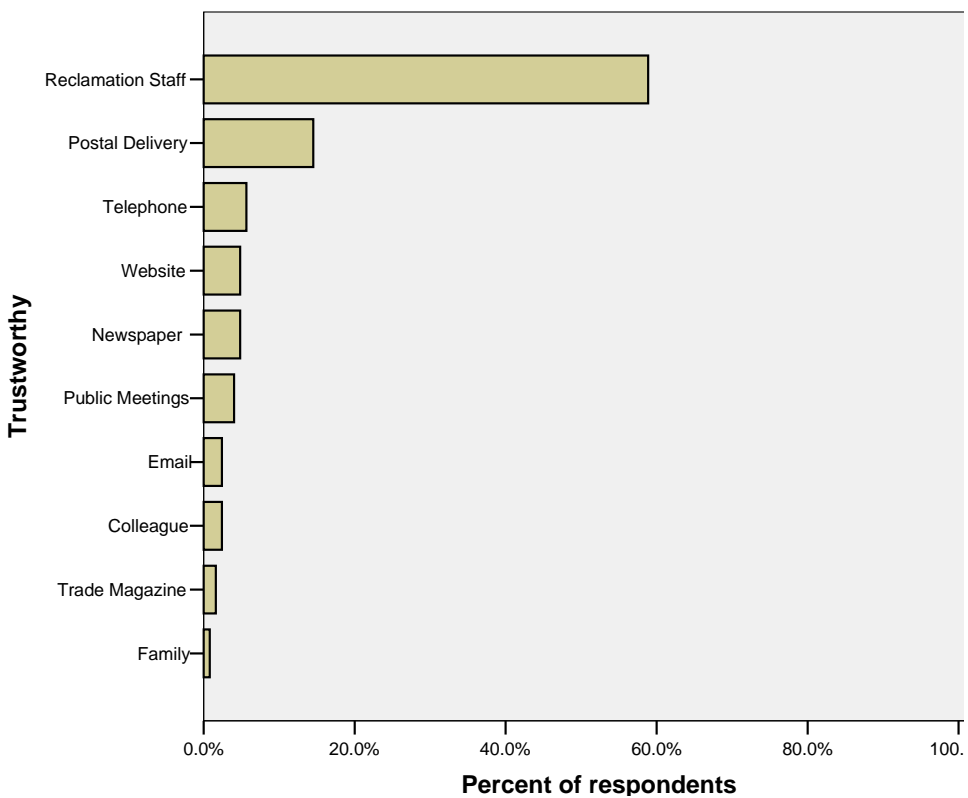
Information sources	Count	Responses	Column Responses %	Column Response % (Base: Count)
Reclamation Staff	102	102	19.7%	72.3%
Work Colleague	68	68	13.2%	48.2%
Public Meetings	53	53	10.3%	37.6%
Postal Delivery	53	53	10.3%	37.6%
Email	40	40	7.7%	28.4%
Newspaper	39	39	7.5%	27.7%
Telephone	35	35	6.8%	24.8%
Org/Group	34	34	6.6%	24.1%
Website	34	34	6.6%	24.1%
TV	12	12	2.3%	8.5%
Magazine	11	11	2.1%	7.8%
Other	9	9	1.7%	6.4%
Radio	9	9	1.7%	6.4%
Friends	8	8	1.5%	5.7%
Local Residents	7	7	1.4%	5.0%
Family	3	3	.6%	2.1%
Total	141	517	100.0%	366.7%



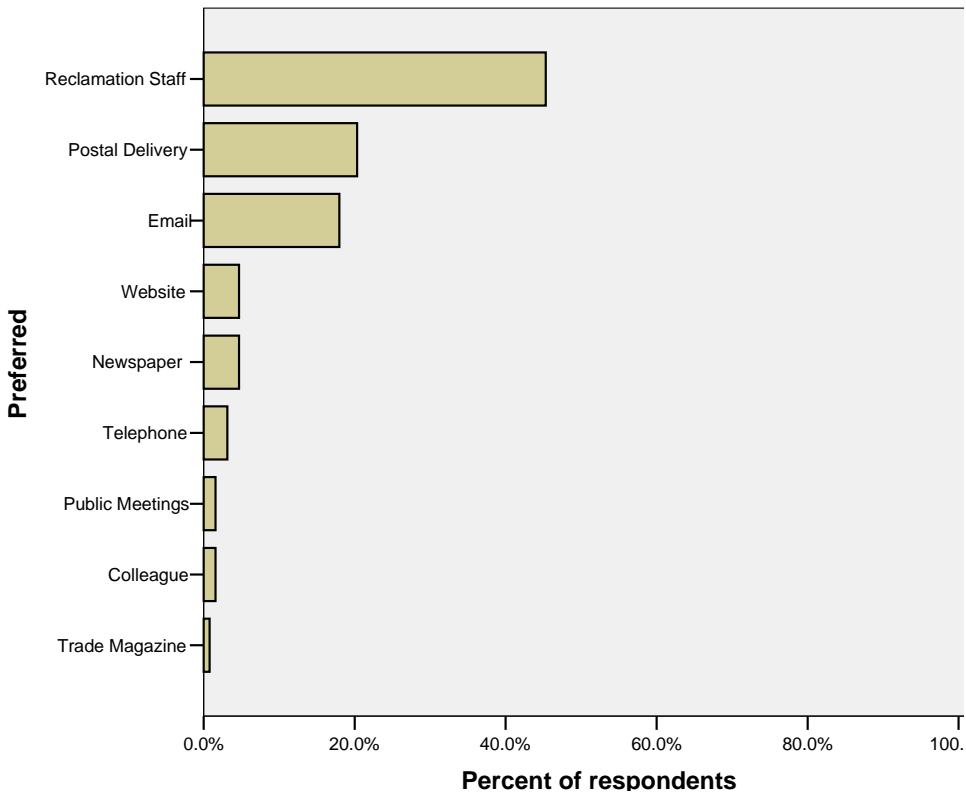
2a. Which communication source do you find the most convenient?



2b. Which communication source do you find the most trustworthy?




2c. Which communication source, do you prefer to use for receiving information?



	Email	Family or Local Residents	Newspaper	Postal Delivery	Public Meetings	Television or Trade Magazine	Reclamation Staff	Telephone	Website	Colleague ²²	Total
Convenient N=130	13.1%	1.6%	6.2%	13.1%	5.4%	2.3%	40.0%	3.1%	10.0%	5.4%	100%
Trustworthy N=124	2.4%	.8%	4.8%	14.5%	4.0%	1.6%	58.9%	5.6%	4.8%	2.4%	100%
Preferred N=128	18.0%	.0%	4.7%	20.3%	1.6%	.8%	45.3%	3.1%	4.7%	1.6%	100%

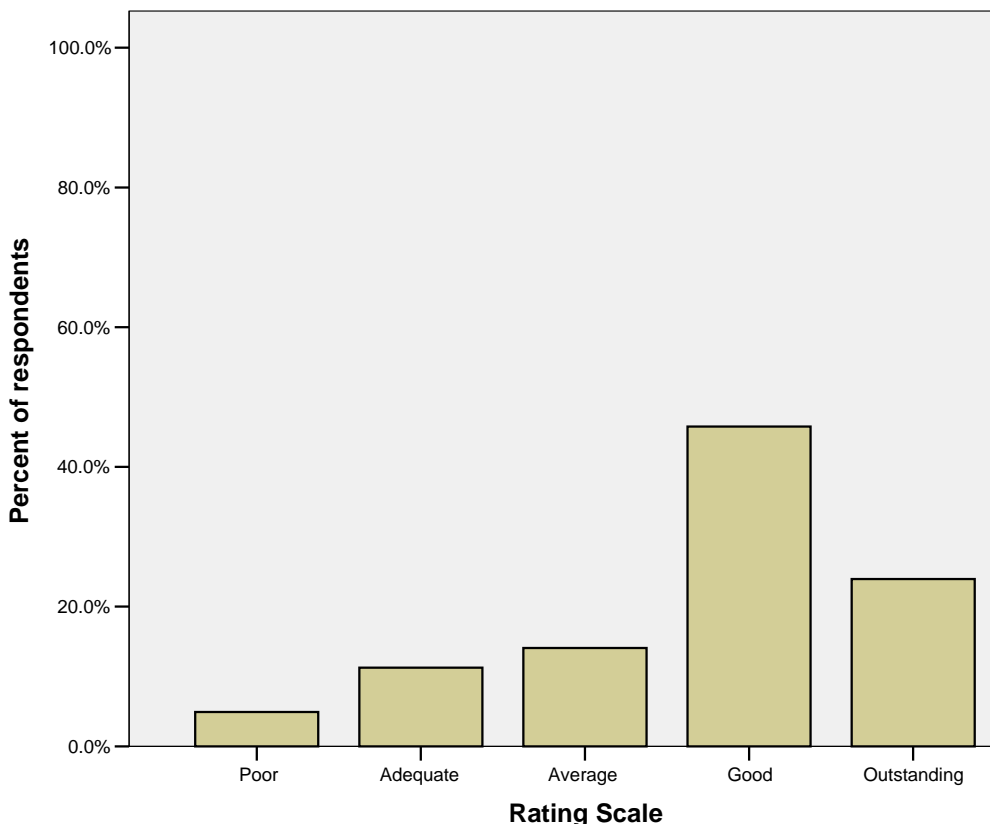
²² Friends, Org/Group, and Radio were not cited as either convenient, trustworthy, or preferred

3. During the past 12 months as a Reclamation customer indicate your level of agreement with the following:

Communication Factors	Never/ Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Provides easy access to the people I need to contact N=141	.7%	13.5%	35.5%	46.8%	3.5%	100.0%
Answers my needs with a single point of contact N=140	10.0%	20.0%	44.3%	20.7%	5.0%	
Provides accurate information N=141	2.8%	12.8%	39.0%	42.6%	2.8%	
Provides information in a timely manner. N=137	9.5%	17.5%	42.3%	28.5%	2.2%	
Uses plain language that is understood by the general public N=140	7.1%	20.7%	38.6%	31.4%	2.1%	
Makes it easy for me to find out about proposed changes N=140	11.4%	20.7%	43.6%	20.7%	3.6%	
Values my relationship as an agency customer N=142	6.3%	14.8%	27.5%	45.8%	5.6%	
Considers my input in the planning process N=141	12.0%	16.3%	37.6%	25.5%	8.5%	
Provides useful information on the Internet / web N=136	5.9%	14.7%	38.2%	17.6%	23.5%	
Provides unbiased scientific and technical support	8.0%	15.1%	44.6%	21.6%	10.8%	

Section 2: Customer satisfaction with Reclamation service delivery

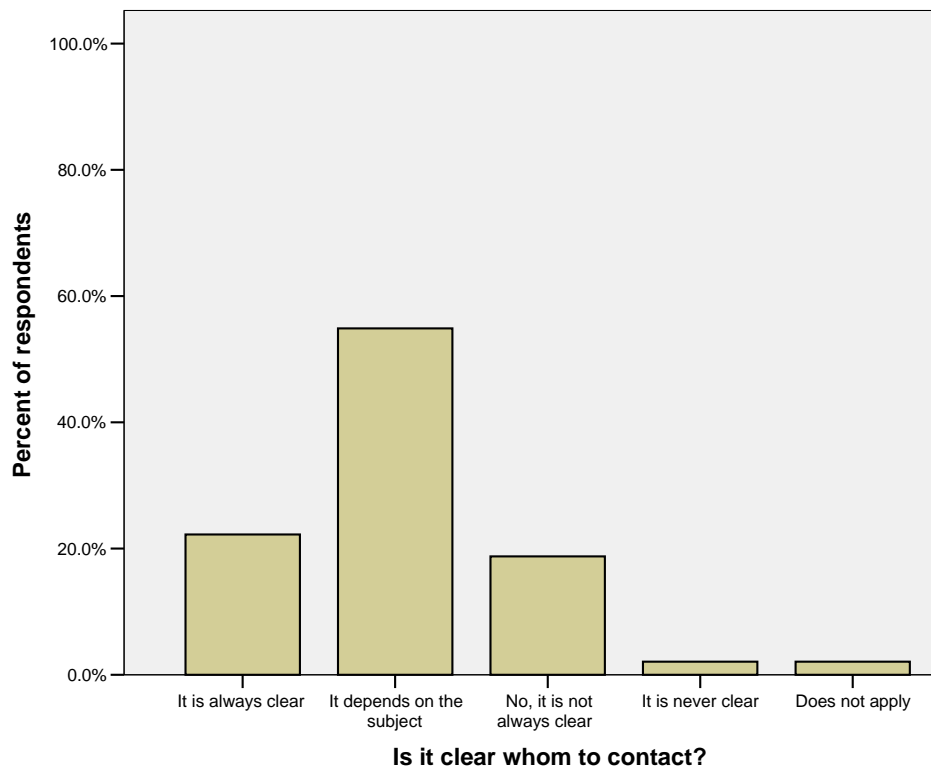
1. Everything considered, please rate how satisfied you are with the way Reclamation delivers its services?



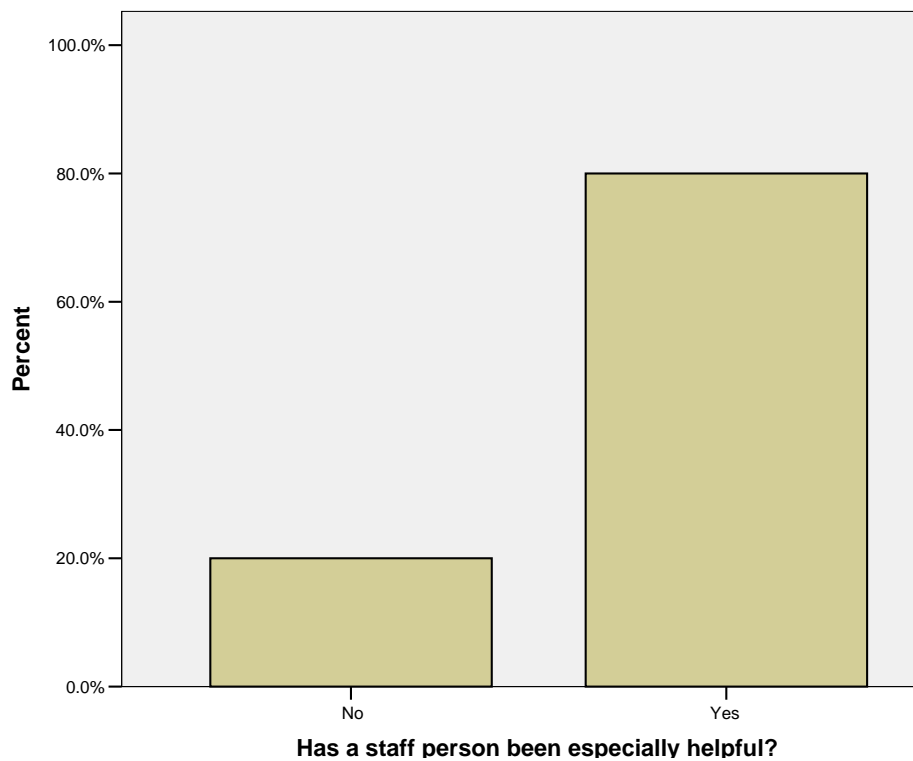
2. How would you rate the Reclamation staff on its customer service?

Customer Service Factors	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Accessible N=143	2.8%	13.3%	36.4%	44.1%	3.5%	100.0%
Helpful N=141	1.4%	16.3%	32.6%	47.5%	2.1%	<div style="text-align: center;"> ↓ </div>
Knowledgeable about your area of needs N=142	4.9%	12.7%	41.5%	39.4%	1.4%	
Timely in their responses N=142	9.2%	18.3%	38.7%	31.7%	2.1%	
Courteous/respectful N=143	.7%	7.0%	25.2%	65.7%	1.4%	
Committed to understanding your needs N=142	4.6%	18.3%	33.8%	40.1%	2.1%	
Can clearly explain Reclamation agency rules and regulations N=142	7.0%	19.7%	31.7%	38.7%	2.8%	<div style="text-align: center;"> ↓ </div>
Able to effectively involve the public in the planning process N=141	13.4%	22.0%	32.6%	22.7%	9.2%	

3. Is it clear whom to contact in Reclamation for assistance with your specific needs?




4. Is there an office or staff person who has been especially *helpful*?



Section 3: Please tell us about your level of satisfaction with Reclamation's management

1. This question has two parts. First, rate how important the item is for how you do business with Reclamation. *(Items that were rated >50% as “important” or “very important” are highlighted in bold)*

Program Areas	Unimportant / Not very Important	Somewhat Important	Important	Very Important	Doesn't Apply	Total
Water supply N=140	.7%	2.1%	8.6%	80.7%	7.9%	100.0%
Hydropower generation N=129	10.9%	6.2%	17.8%	10.9%	54.3%	
Facilities operation and maintenance N=133	3.8%	3.0%	25.6%	51.1%	16.5%	
Dam safety N=135	2.2%	7.4%	22.2%	52.6%	15.6%	
Water conservation N=133	.0%	8.3%	26.3%	54.9%	10.5%	
Endangered species requirements N=132	11.3%	17.4%	25.8%	23.5%	22.0%	
Public Safety N=130	3.1%	12.3%	25.4%	37.7%	21.5%	
Environmental requirements N=131	3.0%	20.6%	35.9%	29.8%	10.7%	
Resource planning N=129	2.4%	9.3%	38.0%	35.7%	14.7%	
Recreation N=130	12.3%	16.9%	23.8%	16.9%	30.0%	
Cultural and archeological resources N=133	12.8%	25.6%	24.1%	15.0%	22.6%	
Native American affairs N=133	16.5%	15.0%	17.3%	12.0%	39.1%	
Research N=130	9.2%	20.0%	26.2%	20.0%	24.6%	
Water reuse / treatment N=127	9.4%	13.4%	22.8%	18.1%	36.2%	
Other N=64	4.7%	4.7%	14.1%	9.4%	67.2%	

1. Then, please rate how satisfied you are with the way Reclamation is managing for each item. (Items that were rated >50% as “important” or “very important” in the previous table are highlighted in bold in this table, the rows that are shaded in gray indicate that >50% of customers are also find management of that item to be, “good” or outstanding”)

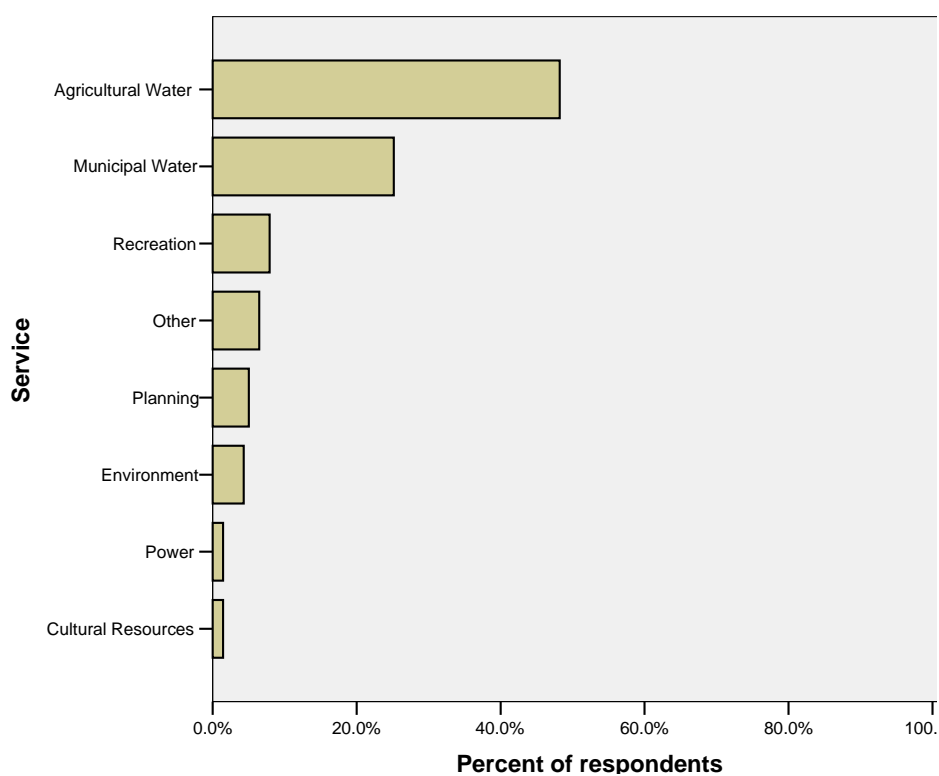
Program Areas	Poor	Adequate	Average	Good	Outstanding	Does not apply	Total
Water supply N=133	7.5%	6.8%	18.8%	42.1%	16.5%	8.3%	100.0%
Hydropower generation N=113	2.7%	8.8%	7.1%	16.8%	5.3%	59.3%	↓
Facilities operation and maintenance N=125	4.0%	6.4%	15.2%	44.0%	14.4%	16.0%	
Dam safety N=128	.8%	5.5%	11.7%	39.8%	27.3%	14.8%	
Water conservation N=125	5.6%	4.8%	21.6%	39.2%	19.2%	9.6%	
Endangered species requirements N=124	4.8%	8.1%	13.7%	37.9%	12.9%	22.6%	
Public Safety N=121	3.3%	5.0%	17.4%	32.2%	23.1%	19.0%	
Environmental requirements N=121	4.1%	10.7%	19.0%	38.8%	18.2%	9.1%	
Resource planning N=124	5.6%	7.3%	20.2%	37.9%	14.5%	14.5%	
Recreation N=117	4.3%	7.7%	17.9%	33.3%	7.7%	29.1%	
Cultural and archeological resources N=123	3.3%	6.5%	15.4%	35.0%	12.2%	27.6%	
Native American affairs N=118	.8%	10.2%	15.3%	26.3%	6.8%	40.7%	
Research N=121	3.3%	5.0%	22.3%	33.1%	10.7%	25.6%	
Water reuse / treatment N=117	2.6%	8.5%	24.8%	23.1%	4.3%	36.8%	
Other N=59	.0%	.0%	13.6%	16.9%	3.4%	66.1%	

2. Please rate how satisfied you are with decisions made at these different management levels within Reclamation.

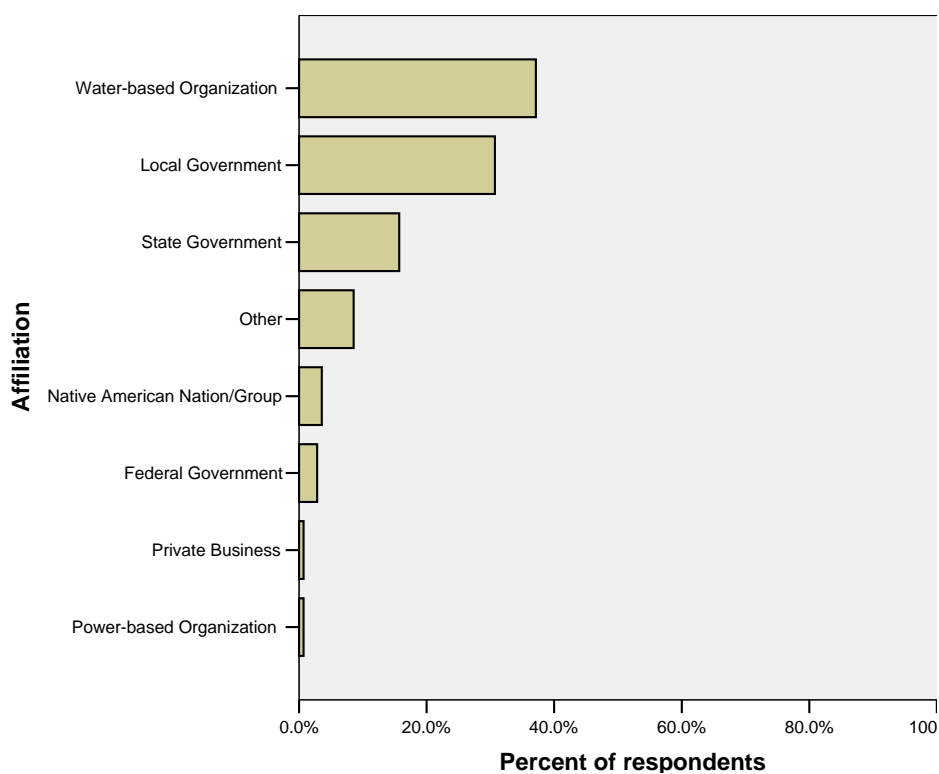
Management Levels	Poor	Adequate	Average	Good	Outstanding	Total
Local level (area/project office) N=133	3.8%	3.8%	14.3%	43.6%	34.6%	100.0%
Regional level (regional office) N=132	4.5%	10.6%	24.2%	38.6%	22.0%	100.0%
National level (Denver/D.C. office) N=129	8.5%	13.2%	29.5%	39.5%	9.3%	100.0%

Section 4: Respondent Characteristics

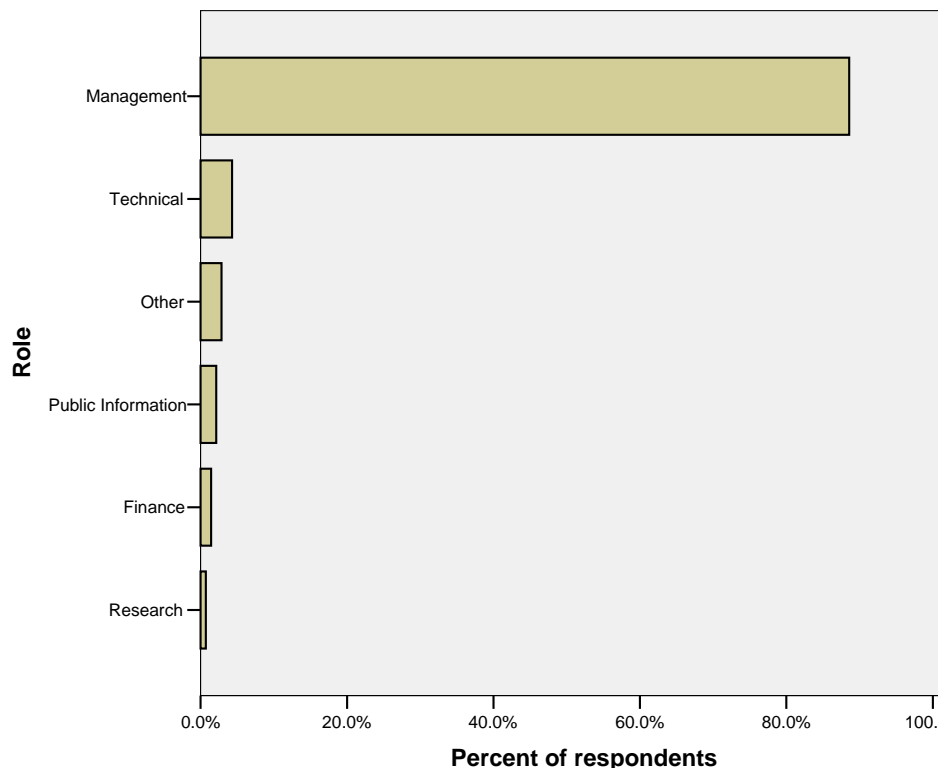
1. Check the program area that describes the *primary* service you receive from Reclamation.



2. Please check the organization that describes your affiliation.

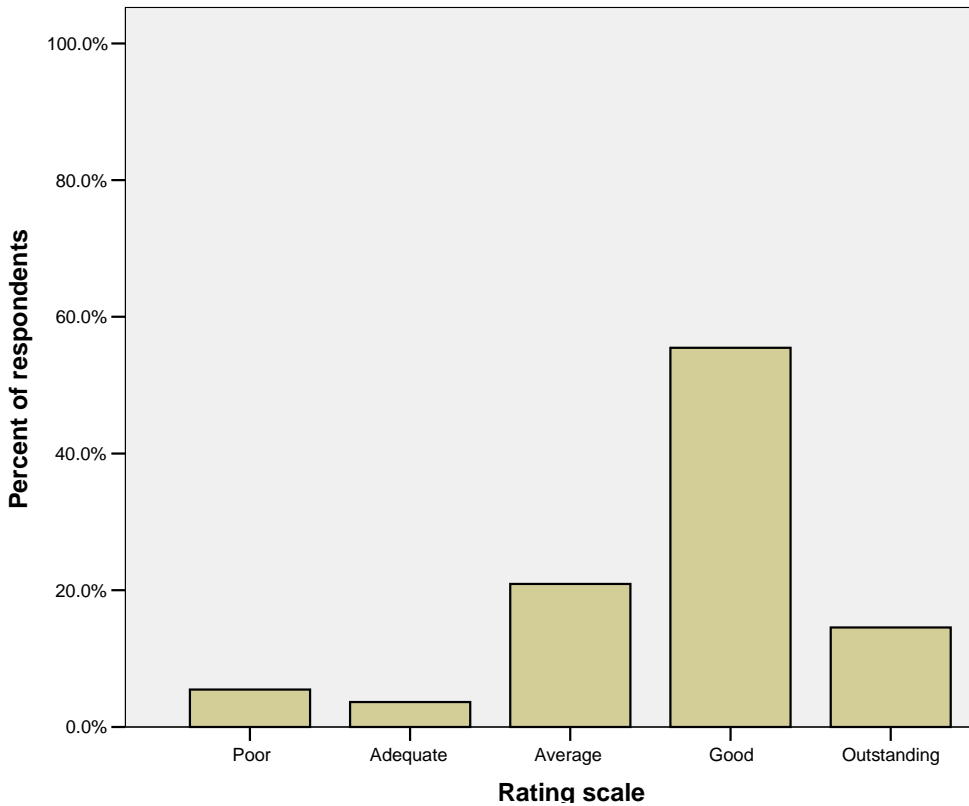


3. Please select which professional description best describes your role in that organization.



Section 5: Please tell us about your level of satisfaction with Reclamation's financial processes

1. How would you rate Reclamation's personnel in meeting your expectations for convenient and useful financial interactions?



2. How timely is the expenditure information that Reclamation provides?

	Very late	Rarely on-time	Sometimes on-time	On-time	Very timely	Don't know	Total
Year-to-date N=90	2.2%	2.2%	10.0%	51.1%	18.9%	15.6%	100.0%
Quarter-to-date N=84	3.6%	2.4%	8.3%	45.2%	16.7%	23.8%	100.0%

3., 4. Frequency of Contact

	Not at all	Once	Twice	Three times	Four times	More than four times	Total
Contacted by Reclamation about finance charges N=100	29.0%	25.0%	22.0%	11.0%	2.0%	11.0%	100.0%
Customers contacted Reclamation about their bill N=92	51.1%	29.3%	6.5%	6.5%	1.1%	5.4%	100.0%

3. a., 4.a. Satisfaction with information provided

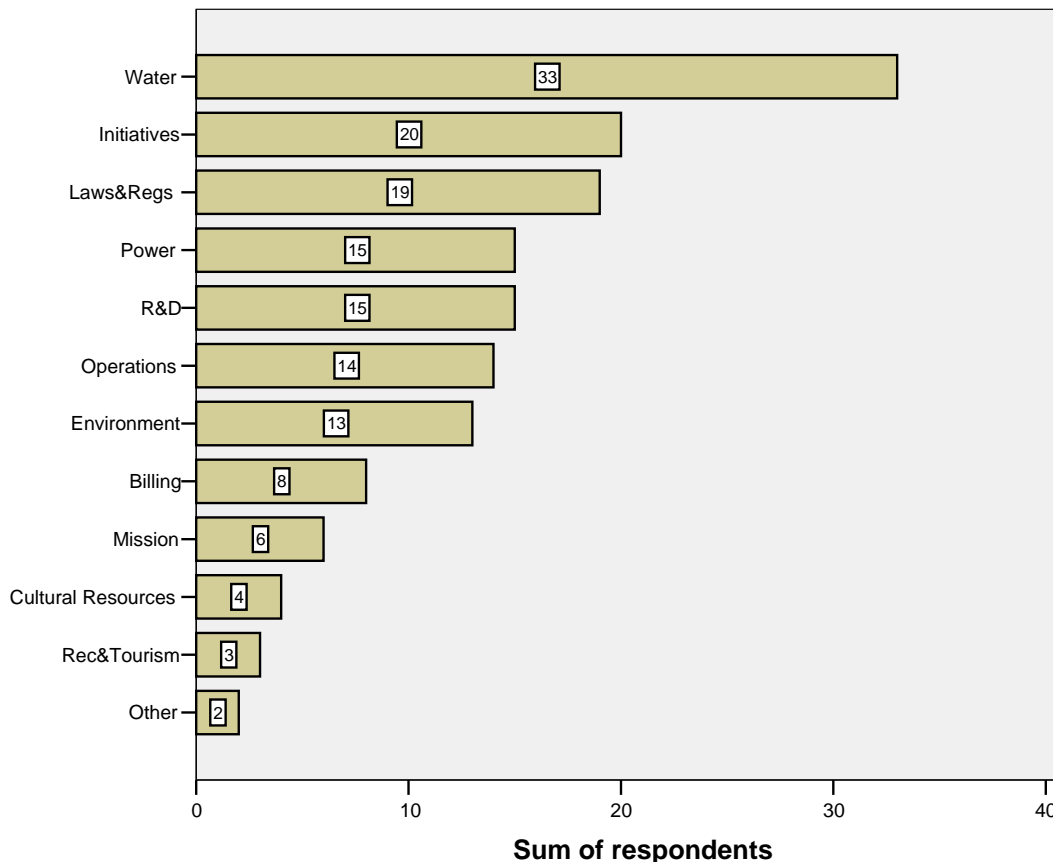
	Poor	Adequate	Average	Good	Outstanding	Total
Satisfaction with information when contacted by Reclamation about billing N=79	6.3%	7.6%	13.9%	63.3%	8.9%	100.0%
Satisfaction with Reclamation response when customer called about billing N=56	7.1%	7.1%	19.6%	51.8%	14.3%	100.0%

Lower Colorado Community Response Summary

Section 1: Customer satisfaction with Reclamation communication

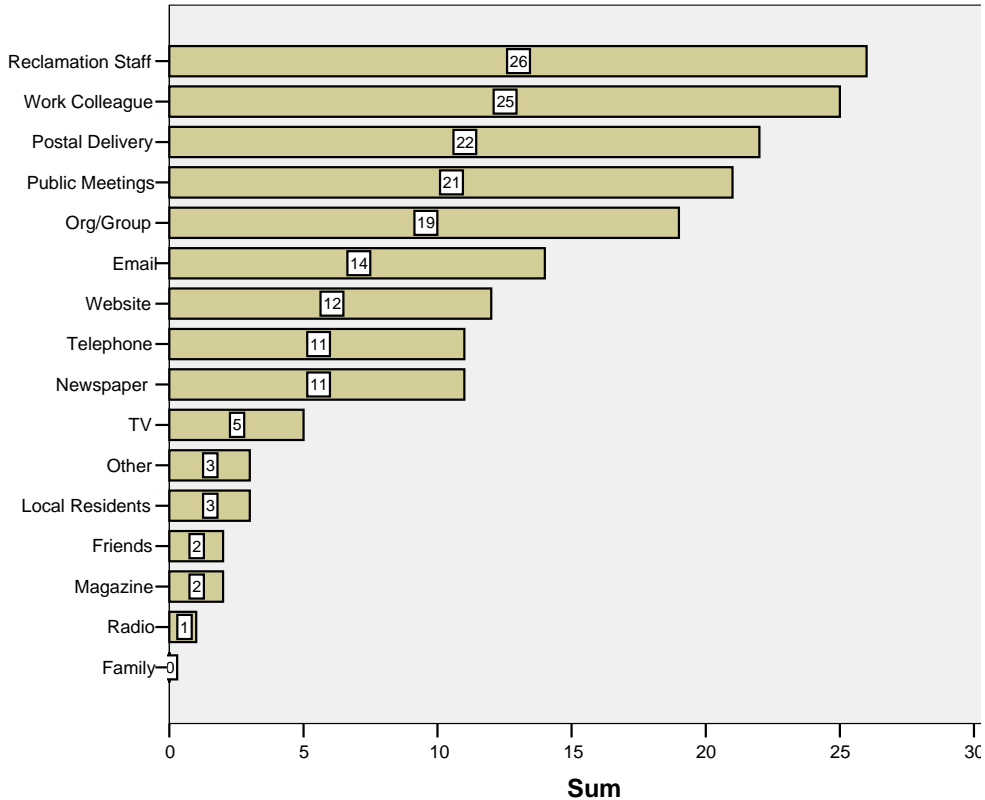
1. Which topics would you like to receive information about from the U.S. Bureau of Reclamation?

Topics	Count	Responses	Column Responses %	Column Response % (Base: Count)
Water	33	33	21.7%	80.5%
Initiatives	20	20	13.2%	48.8%
Laws&Regs	19	19	12.5%	46.3%
R&D	15	15	9.9%	36.6%
Power	15	15	9.9%	36.6%
Operations	14	14	9.2%	34.1%
Environment	13	13	8.6%	31.7%
Billing	8	8	5.3%	19.5%
Mission	6	6	3.9%	14.6%
Cultural Resources	4	4	2.6%	9.8%
Rec&Tourism	3	3	2.0%	7.3%
Other	2	2	1.3%	4.9%
Total	41	152	100.0%	370.7%

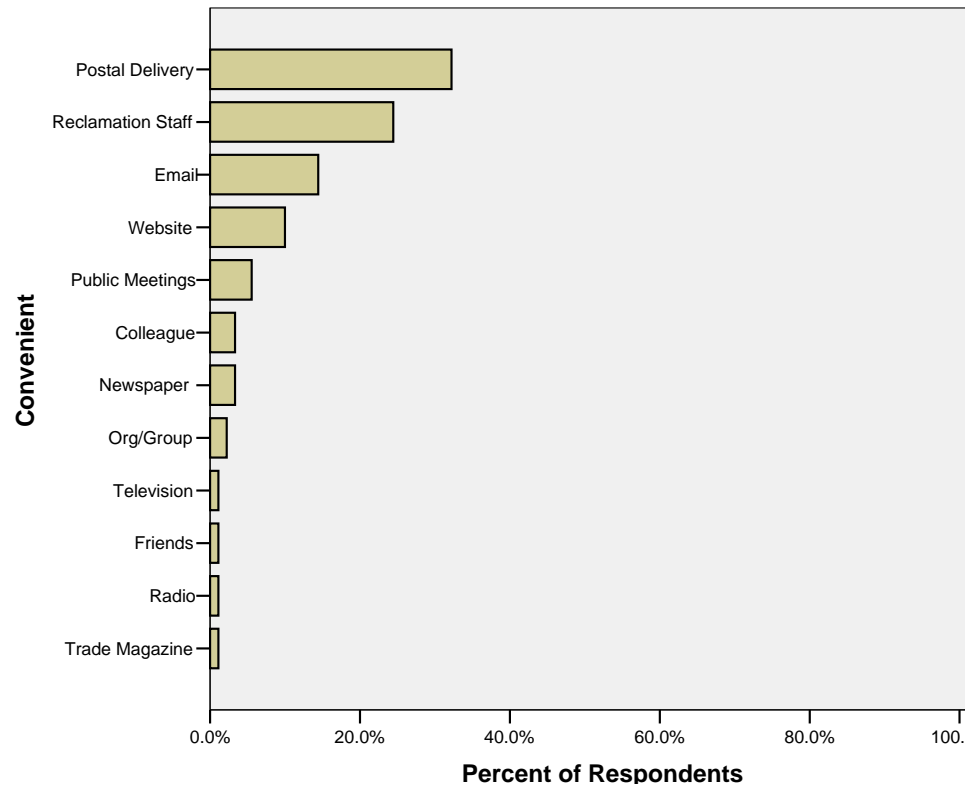


2. How do you learn about Bureau of Reclamation activities and decisions?

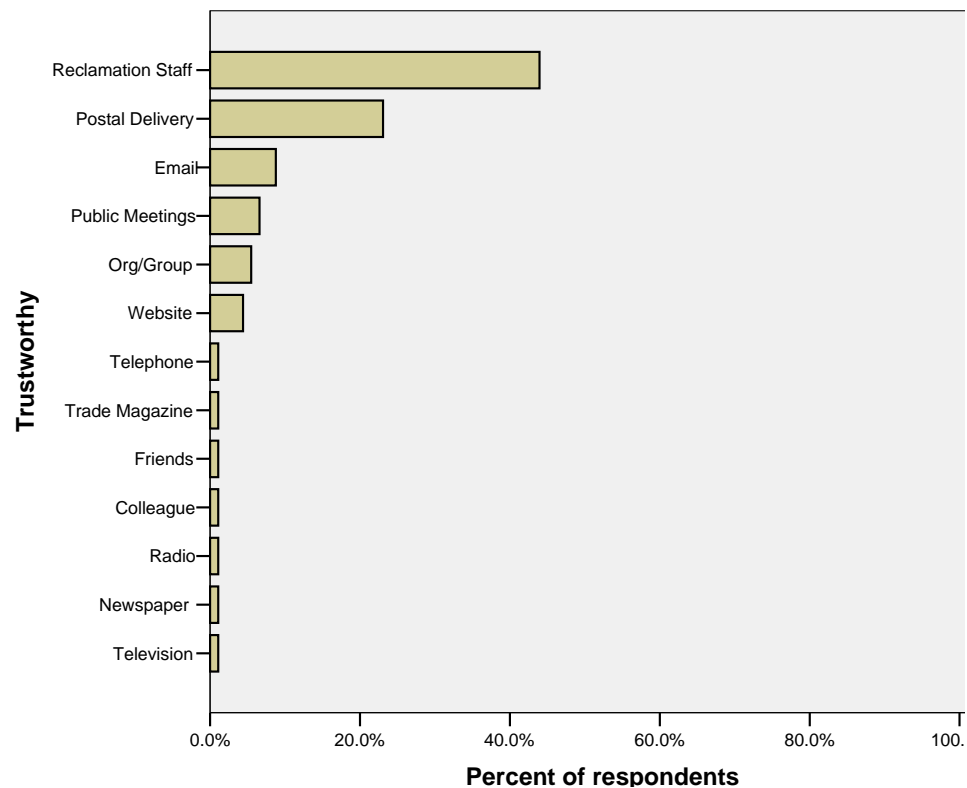
Information sources	Count	Responses	Column Responses %	Column Response % (Base: Count)
Reclamation Staff	27	27	14.9%	60.0%
Work Colleague	25	25	13.8%	55.6%
Postal Delivery	22	22	12.2%	48.9%
Public Meetings	21	21	11.6%	46.7%
Org/Group	19	19	10.5%	42.2%
Email	15	15	8.3%	33.3%
Website	13	13	7.2%	28.9%
Telephone	12	12	6.6%	26.7%
Newspaper	11	11	6.1%	24.4%
TV	5	5	2.8%	11.1%
Local Residents	3	3	1.7%	6.7%
Other	3	3	1.7%	6.7%
Friends	2	2	1.1%	4.4%
Magazine	2	2	1.1%	4.4%
Radio	1	1	.6%	2.2%
Family	0	0	.0%	.0%
Total	45	181	100.0%	402.2%



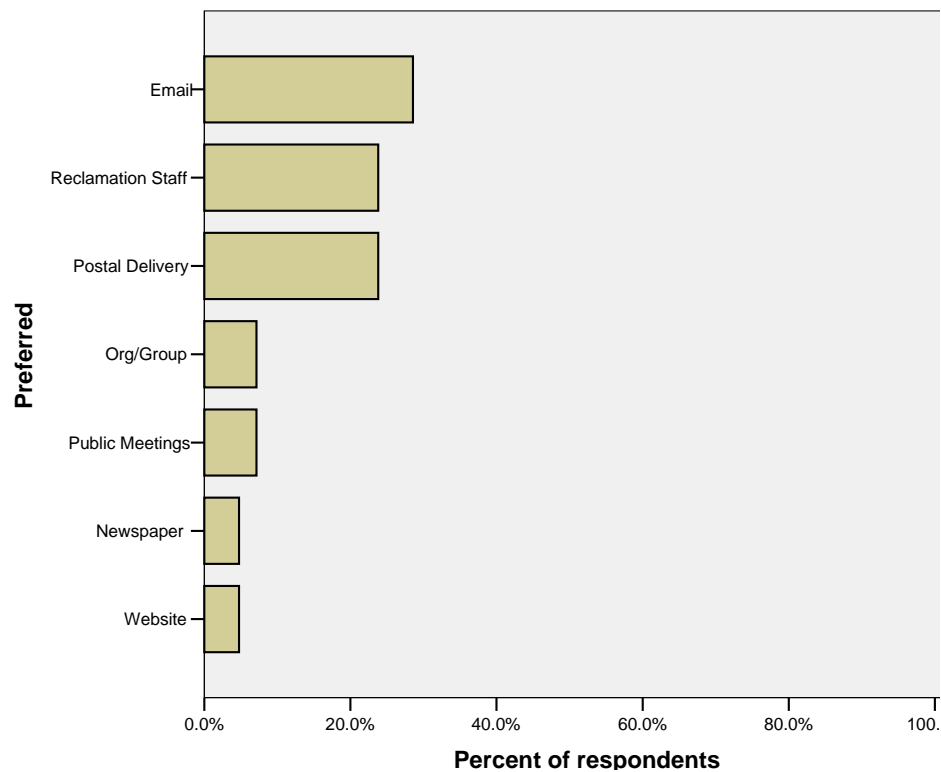
2a. Which communication source do you find the most convenient?



2b. Which communication source do you find the most trustworthy?



2c. Which communication source, do you prefer to use for receiving information?



	Email	Newspaper or TV	Postal Delivery	Org/Group	Public Meetings	Reclamation Staff	Website	Colleague	Total ²³
Convenient N=42	11.9%	7.2%	23.8%	7.1%	9.5%	21.4%	14.3%	4.8%	100.0%
Trustworthy N=42	4.8%	.0%	19.0%	7.1%	7.1%	47.6%	7.1%	7.1%	100.0%
Preferred N=42	28.6%	4.8%	23.8%	7.1%	7.1%	23.8%	4.8%	.0%	100.0%

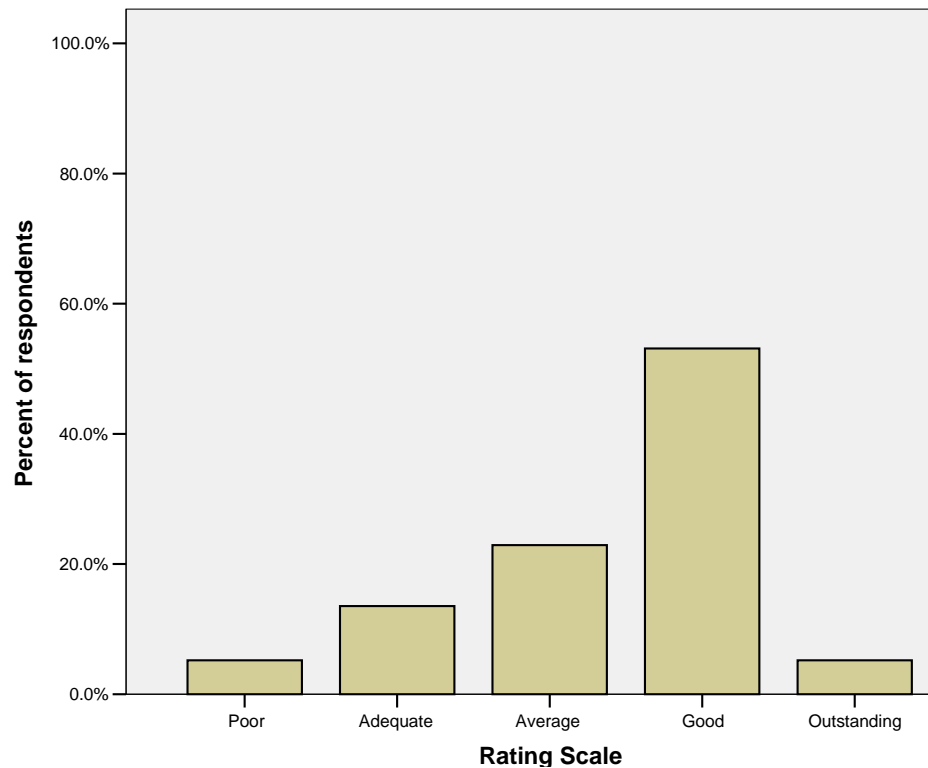
²³ Family, Friends, Local Residents, Radio, Telephone, and Trade Magazines were not cited once by respondents as either the most convenient, trustworthy, or preferred information source.

3. During the past 12 months as a Reclamation customer indicate your level of agreement with the following:

	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Provides easy access to contacts N=46	8.6%	10.9%	41.3%	30.4%	8.7%	100.0%
Answers needs with single point of contact N=46	13.0%	19.6%	45.7%	10.9%	10.9%	100.0%
Provides accurate information N=44	9.0%	4.5%	40.9%	38.6%	6.8%	100.0%
Provides information in timely manner N=46	10.8%	21.7%	37.0%	23.9%	6.5%	100.0%
Uses plain language N=45	4.4%	22.2%	40.0%	26.7%	6.7%	100.0%
Makes it easy to find out about proposed changes N=45	11.1%	33.3%	28.9%	15.6%	11.1%	100.0%
Values agency-customer relationship N=45	11.1%	15.6%	20.0%	46.7%	6.7%	100.0%
Considers customer input in planning process N=45	13.4%	17.8%	35.6%	15.6%	17.8%	100.0%
Provides useful information via web N=43	7.0%	18.6%	34.9%	9.3%	30.2%	100.0%
Provides unbiased tech/scientific support	4.7%	18.6%	48.8%	14.0%	14.0%	100.0%

Section 2: Customer satisfaction with Reclamation service delivery

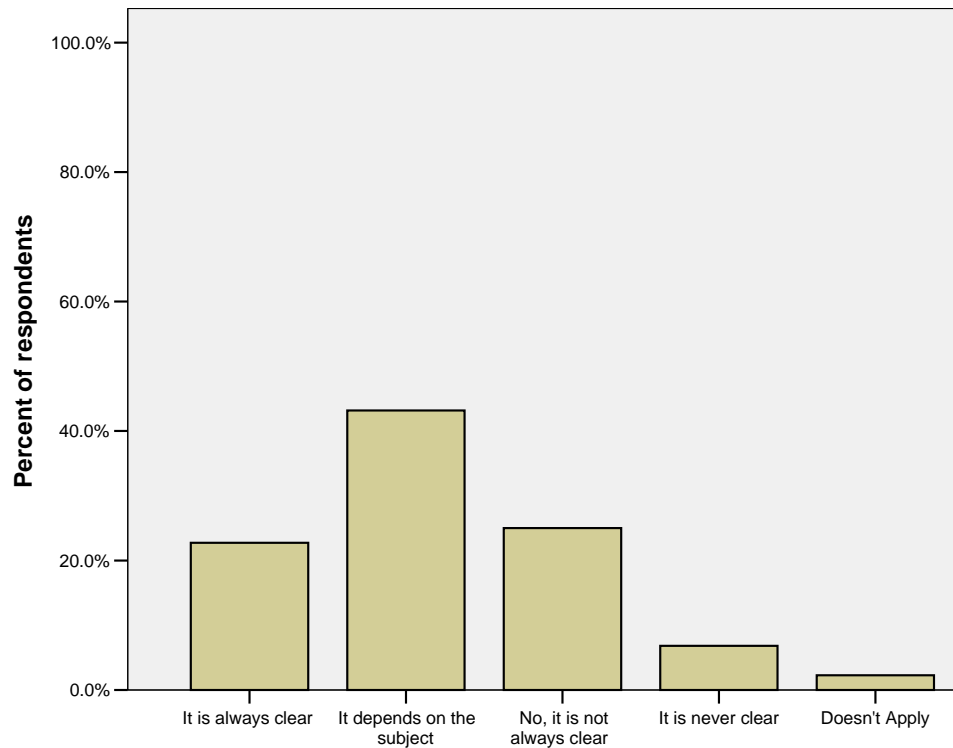
1. Everything considered, please rate how satisfied you are with the way Reclamation delivers its services?



2. How would you rate the Reclamation staff on its customer service?

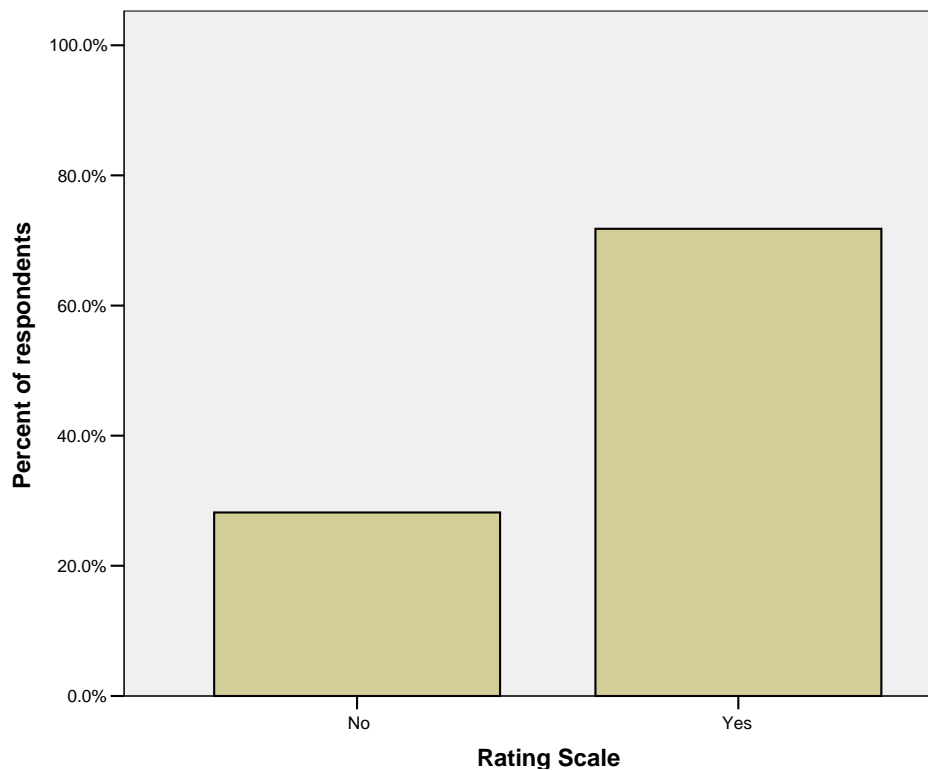
	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Accessible N=45	2.2%	17.8%	51.1%	26.7%	2.2%	100%
Helpful N=45	4.4%	13.3%	44.4%	35.6%	2.2%	100%
Knowledgeable N=44	6.8%	18.2%	47.7%	25.0%	2.3%	100%
Timely N=45	11.1%	24.4%	37.8%	22.2%	4.4%	100%
Courteous/respectful N=45	.0%	8.9%	31.1%	55.6%	4.4%	100%
Committed to understanding customer needs N=45	11.1%	13.3%	42.2%	31.1%	2.2%	100%
Clearly explains Reclamation rules and regs N=44	2.3%	27.3%	40.9%	25.0%	4.5%	100%
Effectively involves public in planning N=45	8.9%	22.2%	33.3%	13.3%	22.2%	100%

3. Is it clear whom to contact in Reclamation for assistance with your specific needs?




Whom to Contact?

4. Is there an office or staff person who has been especially *helpful*?



Section 3: Please tell us about your level of satisfaction with Reclamation's management

1. This question has two parts. First, rate how important the item is for how you do business with Reclamation. (Items that were rated >50% as “important” or “very important” are highlighted in bold)

Program Areas	Unimportant / Not very important	Somewhat important	Important	Very important	Doesn't Apply	Total
Water supply N=40	2.5%	.0%	5.0%	87.5%	5.0%	100%
Hydropower generation N=39	15.4%	5.1%	23.1%	35.9%	20.5%	
Facilities operation and maintenance N=39	15.4%	7.7%	28.2%	33.3%	15.4%	
Dam safety N=39	7.7%	5.1%	28.2%	33.3%	25.6%	
Water conservation N=40	5.0%	7.5%	20.0%	62.5%	5.0%	
Endangered species requirements N=40	7.5%	25.0%	27.5%	30.0%	10.0%	
Public Safety N=39	5.1%	15.4%	41.0%	20.5%	17.9%	
Environmental requirements N=40	7.5%	15.0%	42.5%	27.5%	7.5%	
Resource planning N=40	10.0%	5.0%	32.5%	37.5%	15.0%	
Recreation N=39	20.5%	17.9%	20.5%	7.7%	33.3%	
Cultural and archeological resources N=40	25.0%	17.5%	17.5%	17.5%	22.5%	
Native American affairs N=40	20.0%	12.5%	17.5%	30.0%	20.0%	
Research N=39	15.4%	12.8%	30.8%	20.5%	20.5%	
Water reuse / treatment N=41	7.3%	2.4%	24.4%	43.9%	22.0%	
Other N=14	7.1%	7.1%	7.1%	.0%	78.6%	

1. Then, please rate how satisfied you are with the way Reclamation is managing for each item. (Items that were rated >50% as “important” or “very important” in the previous table are highlighted in bold in this table, the rows that are shaded in gray indicate that >50% of customers are also find management of that item to be, “good” or “outstanding”)

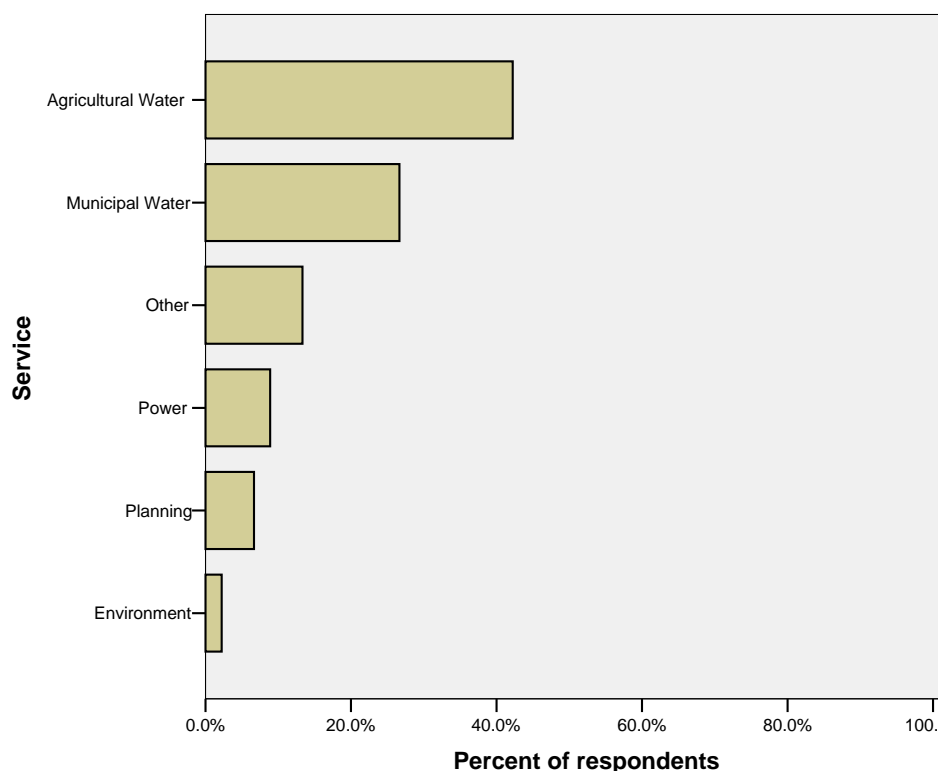
	Poor	Adequate	Average	Good	Outstanding	Does not apply	Total
Water supply N=37	10.8%	.0%	16.2%	43.2%	27.0%	2.7%	100%
Hydropower generation N=34	8.8%	.0%	11.8%	38.2%	20.6%	20.6%	
Facilities operation and maintenance N=33	9.1%	6.1%	18.2%	42.4%	15.2%	9.1%	
Dam safety N=35	5.7%	2.9%	11.4%	37.1%	22.9%	20.0%	
Water conservation N=37	2.7%	10.8%	10.8%	54.1%	18.9%	2.7%	
Endangered species requirements N=36	5.6%	5.6%	27.8%	33.3%	16.7%	11.1%	
Public Safety N=35	5.7%	2.9%	5.7%	54.3%	20.0%	11.4%	
Environmental requirements N=37	5.4%	8.1%	21.6%	40.5%	16.2%	8.1%	
Resource planning	8.1%	8.1%	21.6%	29.7%	16.2%	16.2%	
Recreation N=37	6.3%	6.3%	25.0%	18.8%	6.3%	37.5%	
Cultural and archeological resources N=32	5.7%	11.4%	25.7%	20.0%	8.6%	28.6%	
Native American affairs N=35	2.9%	5.7%	17.1%	34.3%	14.3%	25.7%	
Research N=37	8.1%	5.4%	13.5%	35.1%	10.8%	27.0%	
Water reuse / treatment N=40	7.5%	12.5%	10.0%	30.0%	12.5%	27.5%	
Other N=13	15.4%	.0%	.0%	7.7%	.0%	76.9%	

2. Please rate how satisfied you are with decisions made at these different management levels within Reclamation.

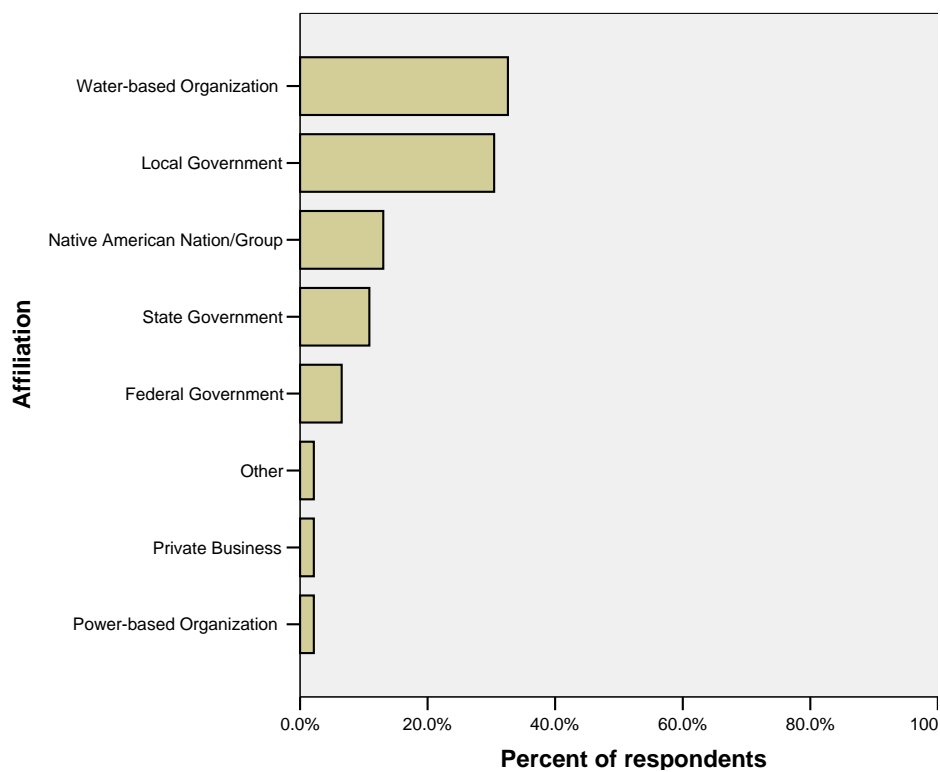
	Poor	Adequate	Average	Good	Outstanding	Total
Local level (area/project office) N=41	2.4%	4.9%	19.5%	43.9%	29.3%	100.0%
Regional level (regional office) N=39	5.1%	5.1%	20.5%	43.6%	25.6%	100.0%
National level (Denver/D.C. office) N=37	8.1%	8.1%	29.7%	45.9%	8.1%	100.0%

Section 4: Respondent Characteristics

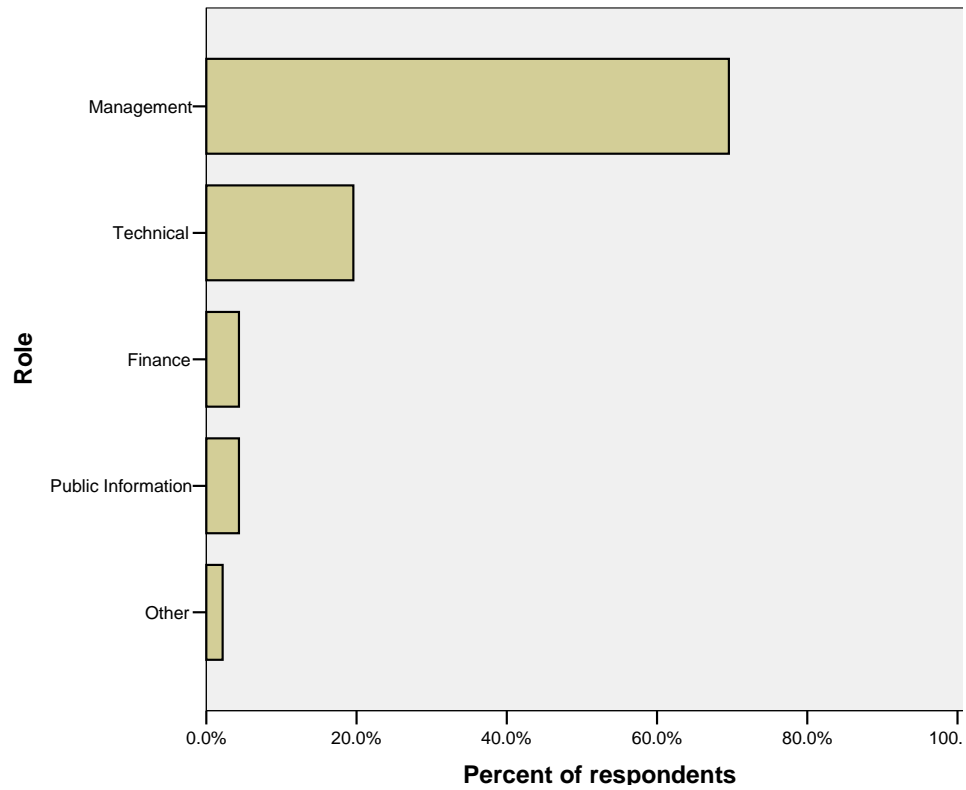
1. Check the program area that describes the *primary* service you receive from Reclamation.



2. Please check the organization that describes your affiliation.

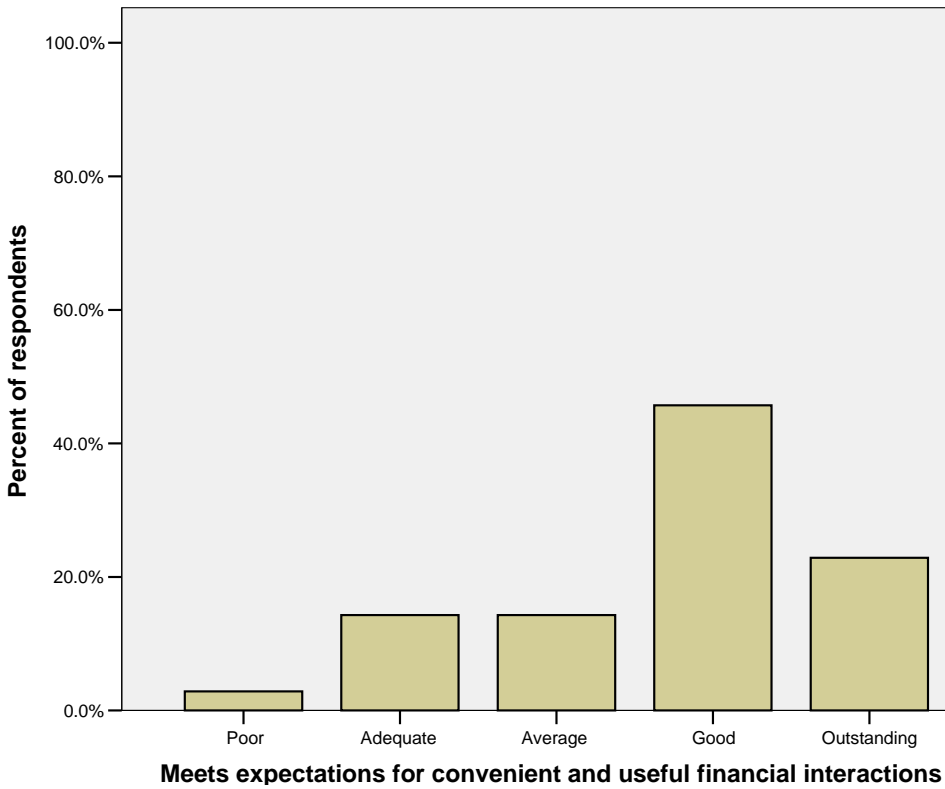


3. Please select which professional description best describes your role in that organization.



Section 5: Please tell us about your level of satisfaction with Reclamation's financial processes

1. How would you rate Reclamation's personnel in meeting your expectations for convenient and useful financial interactions?



2. How timely is the expenditure information that Reclamation provides?

	Very late	Rarely on-time	Sometimes on-time	On-time	Very timely	Don't know	Total
year-to-date N=27	3.7%	3.7%	18.5%	22.2%	25.9%	25.9%	100.0%
quarter-to-date N=24	.0%	8.3%	12.5%	20.8%	25.0%	33.3%	100.0%

3., 4. Frequency of Contact

	Not at all	Once	Twice	Three times	Four times	More than four times	Total
Contacted by Reclamation about finance charges N=23	60.9%	8.7%	.0%	4.3%	17.4%	8.7%	100.0%
Customers contacted Reclamation about their bill N=21	61.9%	9.5%	14.3%	.0%	4.8%	9.5%	100.0%

3. a., 4.a. Satisfaction with information provided

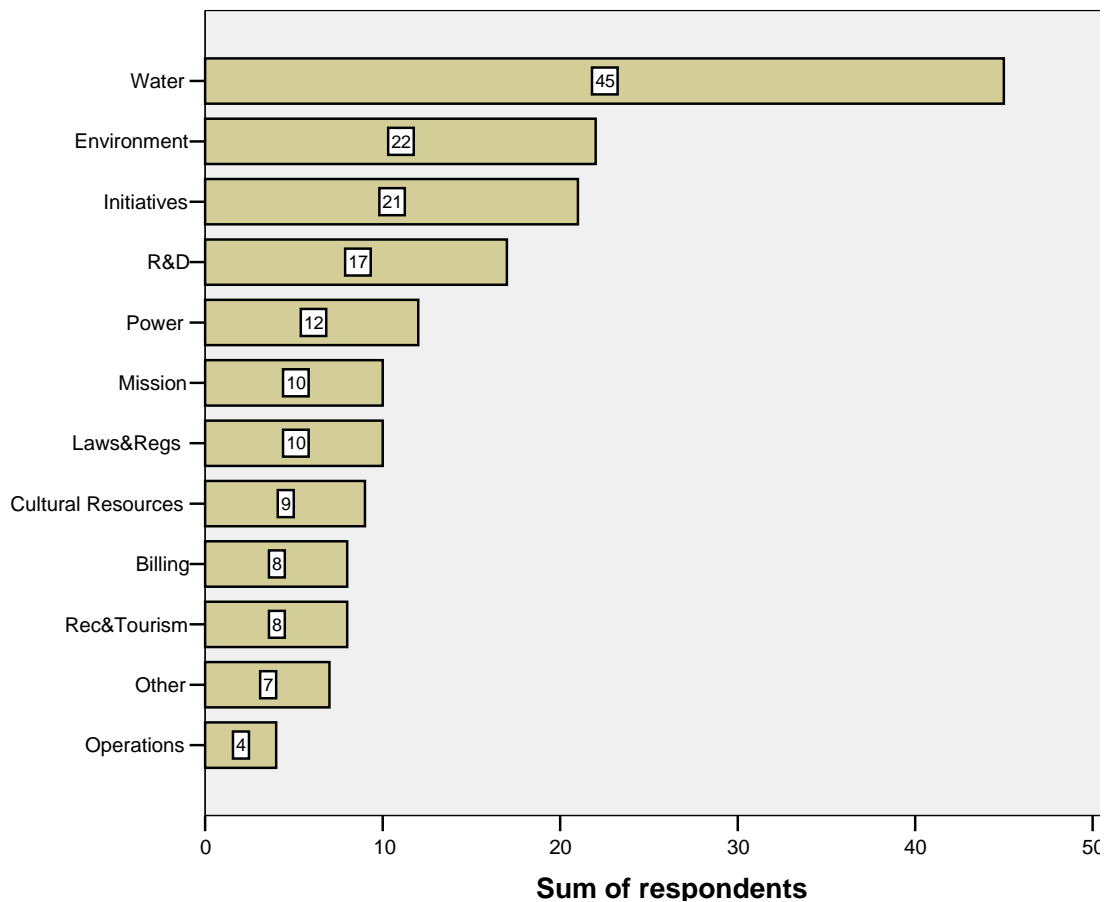
	Poor	Adequate	Average	Good	Outstanding	Total
Satisfaction with information when contacted by Reclamation about billing N=11	.0%	9.1%	27.3%	36.4%	27.3%	100.0%
Satisfaction with Reclamation response when customer called about billing N=9	11.1%	11.1%	22.2%	11.1%	44.4%	100.0%

Upper Colorado Community Response Summary

Section 1: Customer satisfaction with Reclamation communication

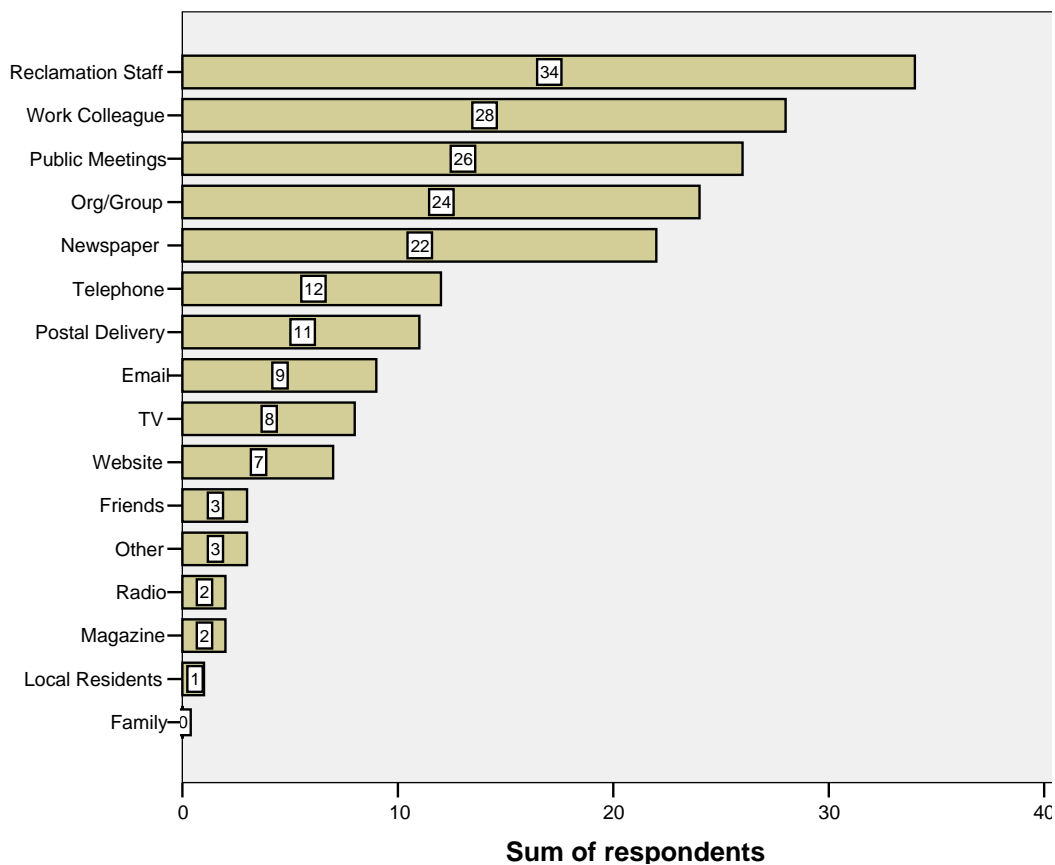
1. Which topics would you like to receive information about from the U.S. Bureau of Reclamation?

Topics	Count	Responses	Column Responses %	Column Response % (Base: Count)
Water	45	45	26.0%	88.2%
Environment	22	22	12.7%	43.1%
Initiatives	21	21	12.1%	41.2%
R&D	17	17	9.8%	33.3%
Power	12	12	6.9%	23.5%
Mission	10	10	5.8%	19.6%
Laws&Regs	10	10	5.8%	19.6%
Cultural Resources	9	9	5.2%	17.6%
Billing	8	8	4.6%	15.7%
Rec&Tourism	8	8	4.6%	15.7%
Other	7	7	4.0%	13.7%
Operations	4	4	2.3%	7.8%
Total	51	173	100.0%	339.2%

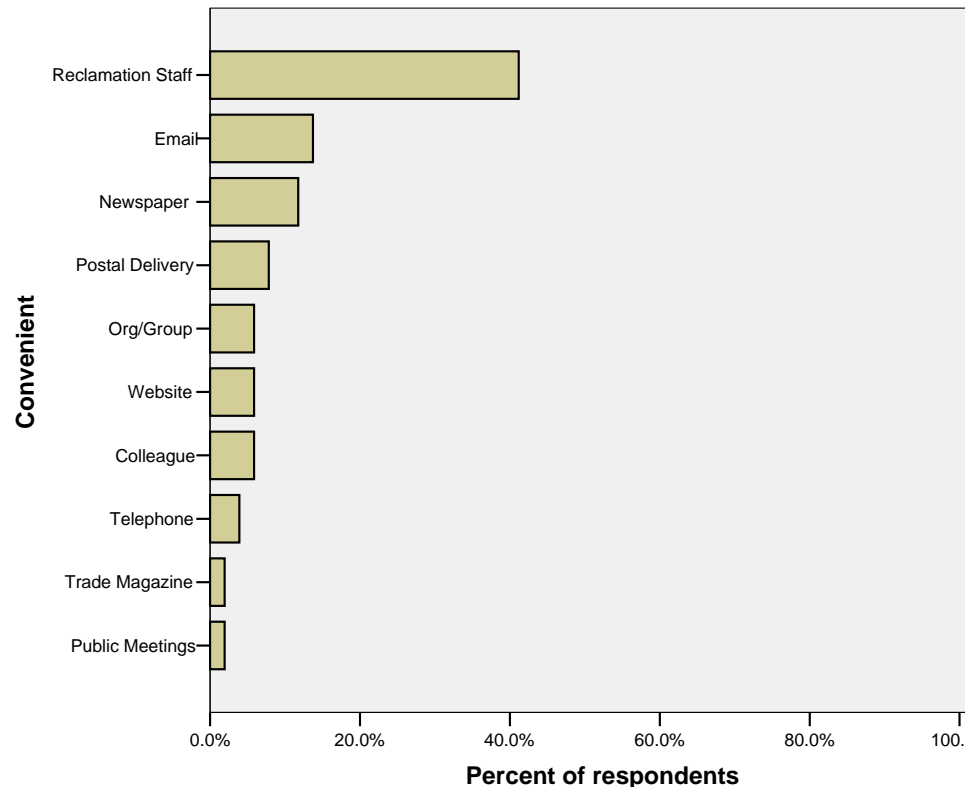


2. How do you learn about Bureau of Reclamation activities and decisions?

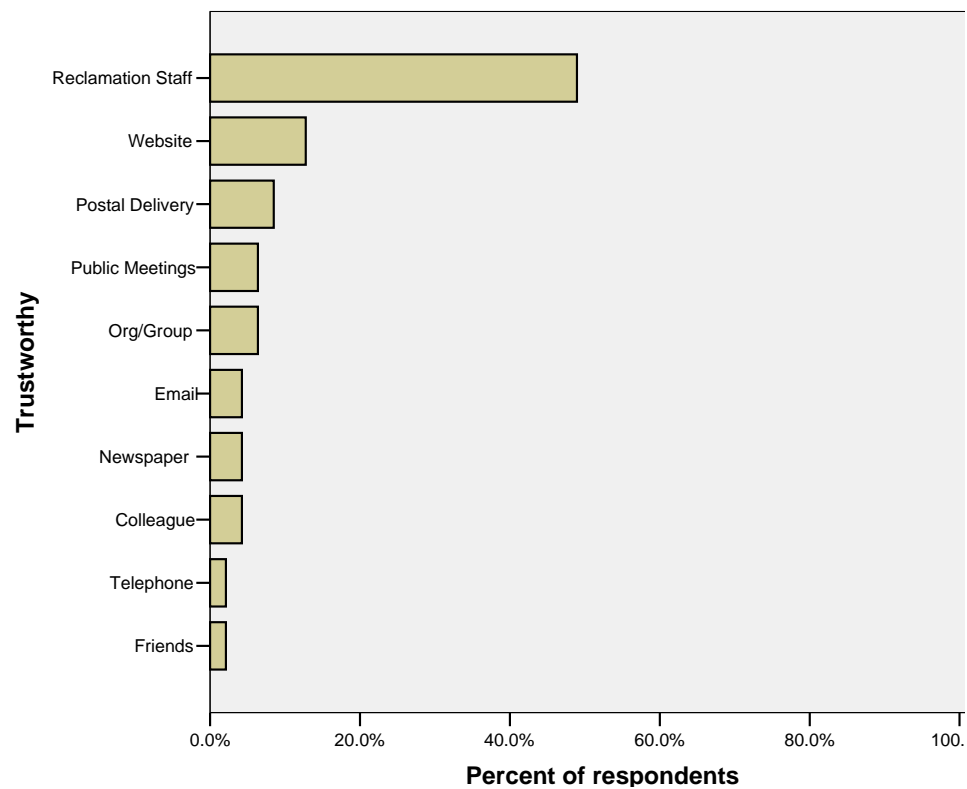
Information sources	Count	Responses	Column Responses %	Column Response % (Base: Count)
Reclamation Staff	34	34	17.7%	63.0%
Work Colleague	28	28	14.6%	51.9%
Public Meetings	26	26	13.5%	48.1%
Org/Group	24	24	12.5%	44.4%
Newspaper	22	22	11.5%	40.7%
Telephone	12	12	6.3%	22.2%
Postal Delivery	11	11	5.7%	20.4%
Email	9	9	4.7%	16.7%
TV	8	8	4.2%	14.8%
Website	7	7	3.6%	13.0%
Friends	3	3	1.6%	5.6%
Other	3	3	1.6%	5.6%
Radio	2	2	1.0%	3.7%
Magazine	2	2	1.0%	3.7%
Local Residents	1	1	.5%	1.9%
Family	0	0	.0%	.0%
Total	54	192	100.0%	355.6%



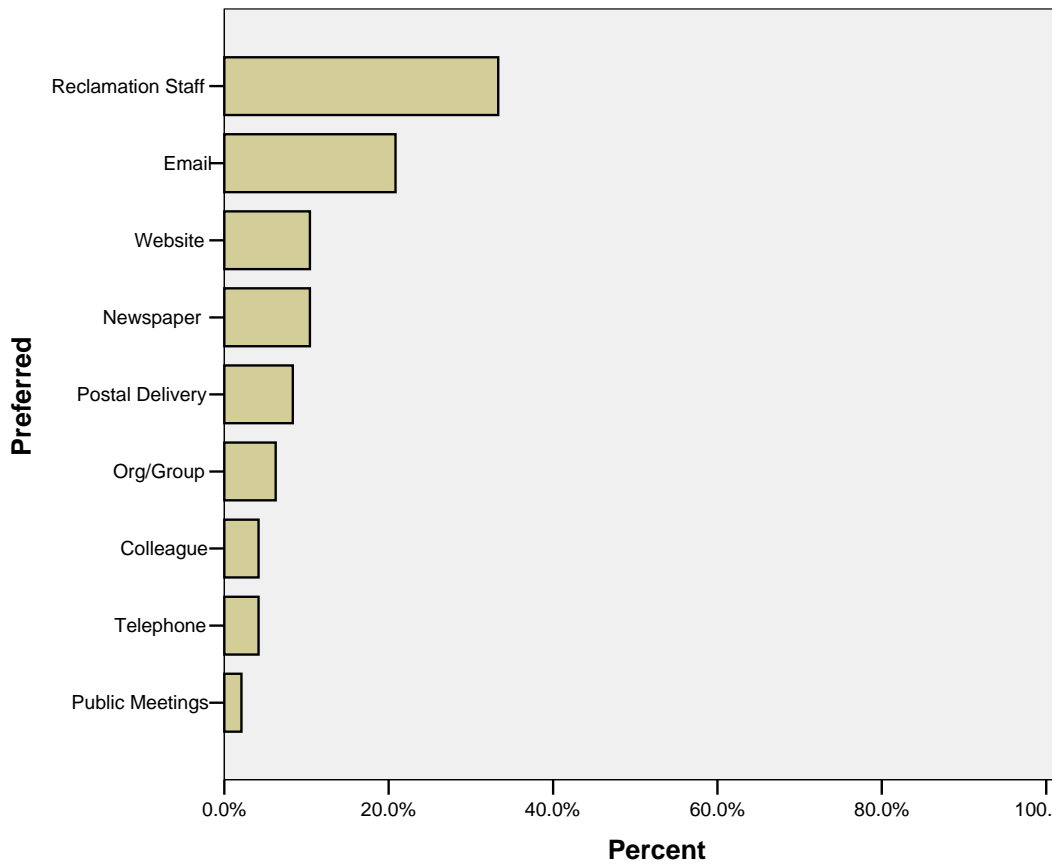
2a. Which communication source do you find the most convenient?



2b. Which communication source do you find the most trustworthy?




2c. Which communication source, do you prefer to use for receiving information?



	Email	Friends	Newspaper	Postal Delivery	Org/Group	Public Meetings	Reclamation Staff	Telephone	Trade Magazine	Website	Colleague	Total ²⁴
Convenient N=51	13.7%	.0%	11.8%	7.8%	5.9%	2.0%	41.2%	3.9%	2.0%	5.9%	5.9%	100%
Trustworthy N=47	4.3%	2.1%	4.3%	8.5%	6.4%	6.4%	48.9%	2.1%	.0%	12.8%	4.3%	100%
Preferred N=48	20.8%	.0%	10.4%	8.3%	6.3%	2.1%	33.3%	4.2%	.0%	10.4%	4.2%	100%

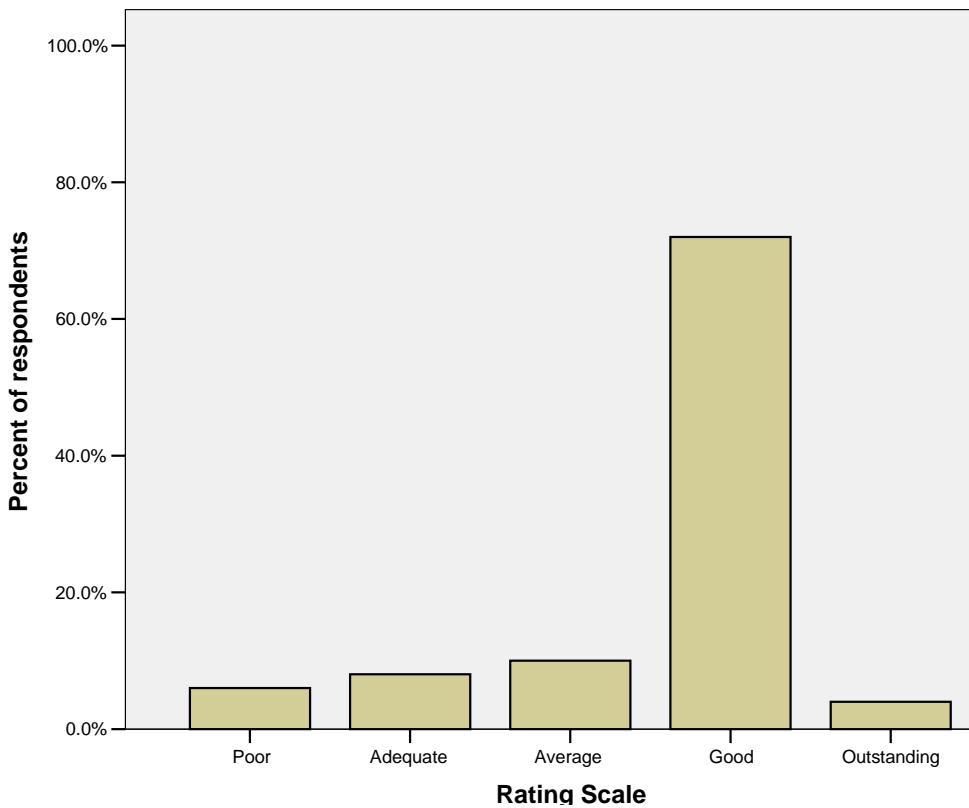
²⁴ Family, Local Residents, Radio, and Television were not cited by respondents when they were asked to state their most convenient, trustworthy, and preferred information sources.

3. During the past 12 months as a Reclamation customer indicate your level of agreement with the following:

	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Provides easy access to contacts N=49	6.1%	14.3%	55.1%	18.4%	6.1%	100.0%
Answers needs with single point of contact N=48	4.2%	27.1%	47.9%	8.3%	12.5%	
Provides accurate information N=50	6.0%	12.0%	56.0%	20.0%	6.0%	
Provides information in timely manner N=48	6.3%	29.2%	43.8%	10.4%	10.4%	
Uses plain language N=49	4.0%	24.5%	57.1%	8.2%	6.1%	
Makes it easy to find out about proposed changes N=49	16.3%	42.9%	32.7%	2.0%	6.1%	
Values agency-customer relationship N=49	6.1%	20.4%	40.8%	24.5%	8.2%	
Considers customer input in planning process N=48	12.6%	27.1%	33.3%	18.8%	8.3%	
Provides useful information via web N=48	12.6%	20.8%	47.9%	4.2%	14.6%	
Provides unbiased tech/scientific support	6.4%	25.5%	51.1%	10.6%	6.4%	

Section 2: Customer satisfaction with Reclamation service delivery

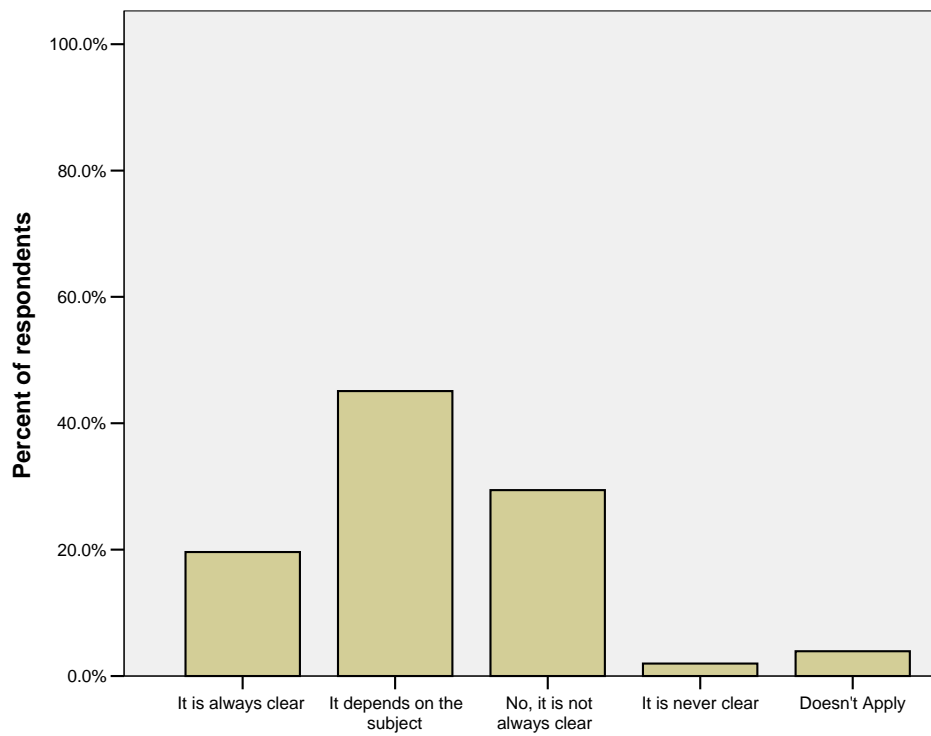
1. Everything considered, please rate how satisfied you are with the way Reclamation delivers its services?



2. How would you rate the Reclamation staff on its customer service?

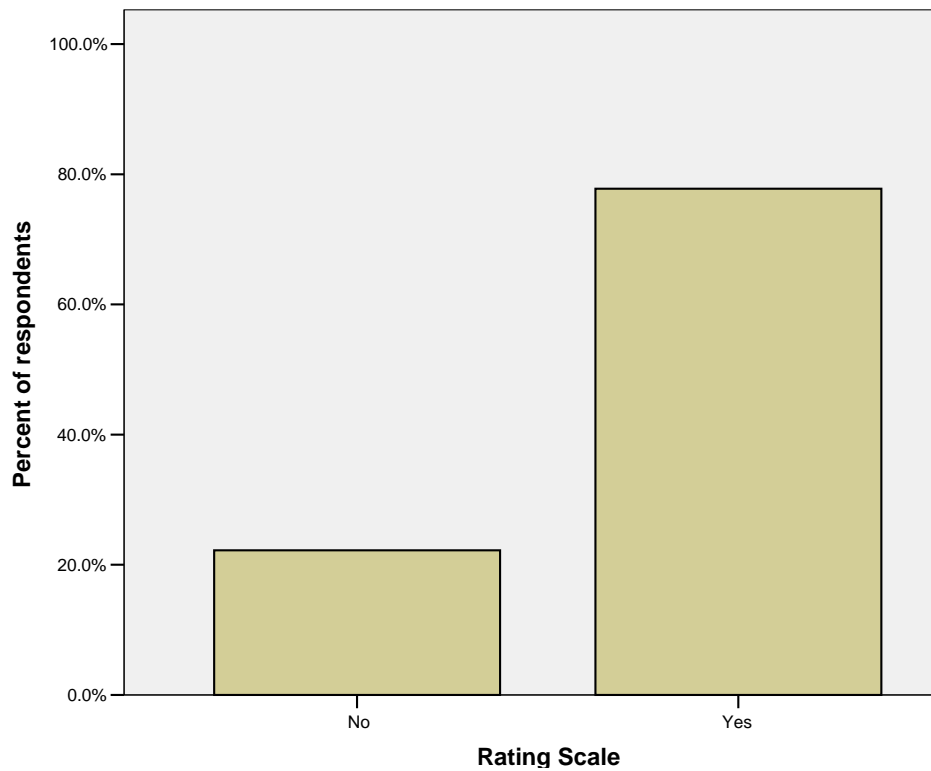
	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Accessible N=49	2.0%	16.3%	61.2%	16.3%	4.1%	100 %
Helpful N=50	4.0%	16.0%	56.0%	20.0%	4.0%	100%
Knowledgeable N=49	2.0%	24.5%	40.8%	28.6%	4.1%	100%
Timely N=49	.0%	28.6%	57.1%	8.2%	6.1%	100%
Courteous/respectful N=49	.0%	14.3%	44.9%	36.7%	4.1%	100%
Committed to understanding customer needs N=47	4.3%	29.8%	38.3%	21.3%	6.4%	100%
Clearly explains Reclamation rules and regs N=49	2.0%	26.5%	44.9%	16.3%	10.2%	100%
Effectively involves public in planning N=49	8.2%	32.7%	28.6%	14.3%	16.3%	100%

3. Is it clear whom to contact in Reclamation for assistance with your specific needs?



Whom to Contact?

4. Is there an office or staff person who has been especially *helpful*?



Section 3: Please tell us about your level of satisfaction with Reclamation's management

1. This question has two parts. First, rate how important the item is for how you do business with Reclamation. (Items that were rated >50% as “important” or “very important” are highlighted in bold)

	Unimportant / Not at all Important	Not very important	Somewhat important	Important	Very important	Doesn't Apply	Total
Water supply N=49	.0%	.0%	4.1%	10.2%	79.6%	6.1%	100%
Hydropower generation N=47	2.1%	10.6%	21.3%	21.3%	2.1%	42.6%	
Facilities operation and maintenance N=49	.0%	2.0%	16.3%	30.6%	30.6%	20.4%	
Dam safety N=48	.0%	4.2%	12.5%	18.8%	39.6%	25.0%	
Water conservation N=50	2.0%	.0%	4.0%	20.0%	72.0%	2.0%	
Endangered species requirements N=48	2.1%	8.3%	16.7%	31.3%	37.5%	4.2%	
Public Safety N=49	.0%	2.0%	6.1%	34.7%	38.8%	18.4%	
Environmental requirements N=48	2.1%	4.2%	6.3%	29.2%	50.0%	8.3%	
Resource planning N=46	.0%	4.3%	6.5%	37.0%	47.8%	4.3%	
Recreation N=47	2.1%	8.5%	25.5%	40.4%	6.4%	17.0%	
Cultural and archeological resources N=47	.0%	6.4%	31.9%	17.0%	31.9%	12.8%	
Native American affairs N=46	2.2%	6.5%	19.6%	17.4%	39.1%	15.2%	
Research N=46	.0%	2.2%	17.4%	50.0%	23.9%	6.5%	
Water reuse / treatment N=46	.0%	.0%	13.0%	32.6%	41.3%	13.0%	
Other N=16	.0%	.0%	.0%	12.5%	43.8%	43.8%	

1. Then, please rate how satisfied you are with the way Reclamation is managing for each item. (Items that were rated >50% as “important” or “very important” in the previous table are highlighted in bold in this table, the rows that are shaded in gray indicate that >50% of customers are also find management of that item to be, “good” or “outstanding”)

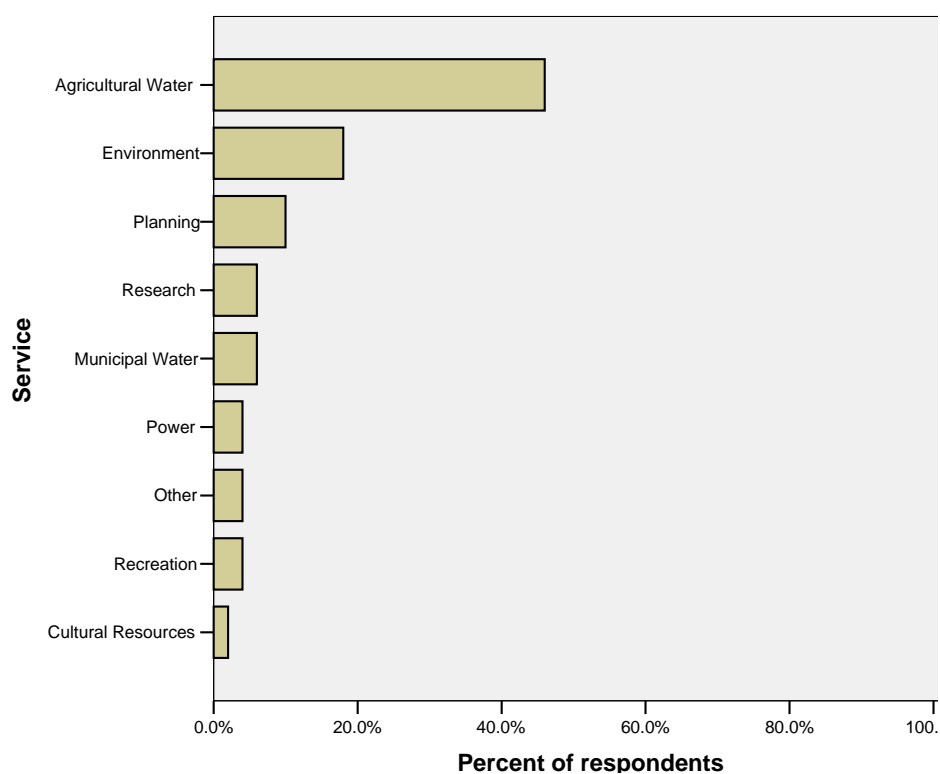
	Poor	Adequate	Average	Good	Outstanding	Does not apply	Total
Water supply N=44	11.4%	9.1%	29.5%	29.5%	9.1%	11.4%	100%
Hydropower generation N=37	.0%	5.4%	13.5%	18.9%	5.4%	56.8%	
Facilities operation and maintenance N=43	4.7%	16.3%	25.6%	23.3%	9.3%	20.9%	
Dam safety N=41	2.4%	14.6%	14.6%	29.3%	14.6%	24.4%	
Water conservation N=44	11.4%	13.6%	29.5%	25.0%	15.9%	4.5%	
Endangered species requirements N=45	6.7%	20.0%	28.9%	26.7%	6.7%	11.1%	
Public Safety N=43	2.3%	9.3%	20.9%	27.9%	9.3%	30.2%	
Environmental requirements N=44	6.8%	9.1%	38.6%	27.3%	6.8%	11.4%	
Resource planning N=40	7.5%	10.0%	42.5%	27.5%	5.0%	7.5%	
Recreation N=43	4.7%	7.0%	30.2%	30.2%	4.7%	23.3%	
Cultural and archeological resources N=42	2.4%	14.3%	40.5%	16.7%	4.8%	21.4%	
Native American affairs N=41	7.3%	7.3%	31.7%	26.8%	4.9%	22.0%	
Research N=41	4.9%	14.6%	22.0%	36.6%	7.3%	14.6%	
Water reuse / treatment N=41	4.9%	14.6%	29.3%	26.8%	4.9%	19.5%	
Other N=19	10.5%	.0%	10.5%	15.8%	15.8%	47.4%	

2. Please rate how satisfied you are with decisions made at these different management levels within Reclamation.

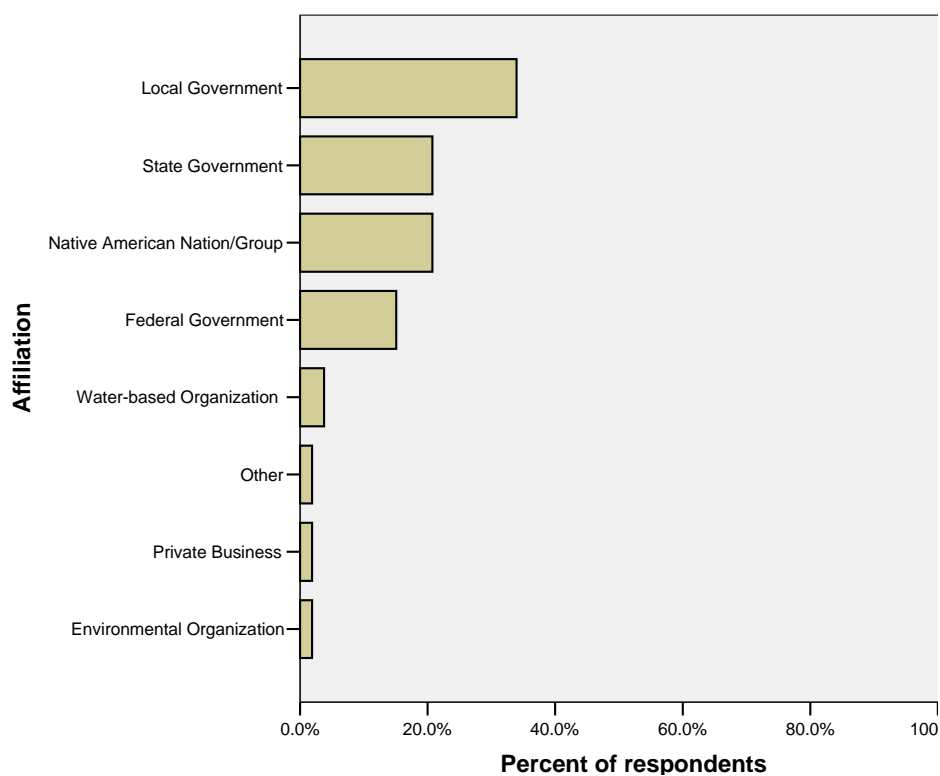
	Poor	Adequate	Average	Good	Outstanding	Total
Local level (area/project office) N=50	6.0%	8.0%	26.0%	42.0%	18.0%	100.0%
Regional level (regional office) N=49	4.1%	8.2%	38.8%	40.8%	8.2%	100.0%
National level (Denver/D.C.) N=46	8.7%	13.0%	45.7%	28.3%	4.4%	100.0%

Section 4: Respondent Characteristics

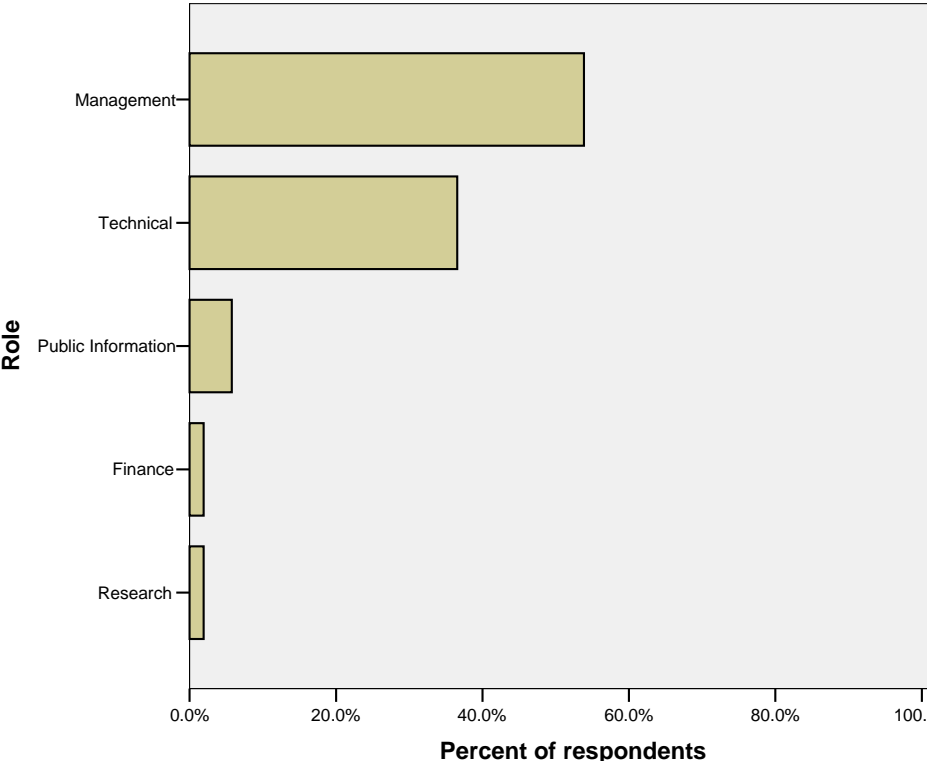
1. Check the program area that describes the *primary* service you receive from Reclamation.



2. Please check the organization that describes your affiliation.

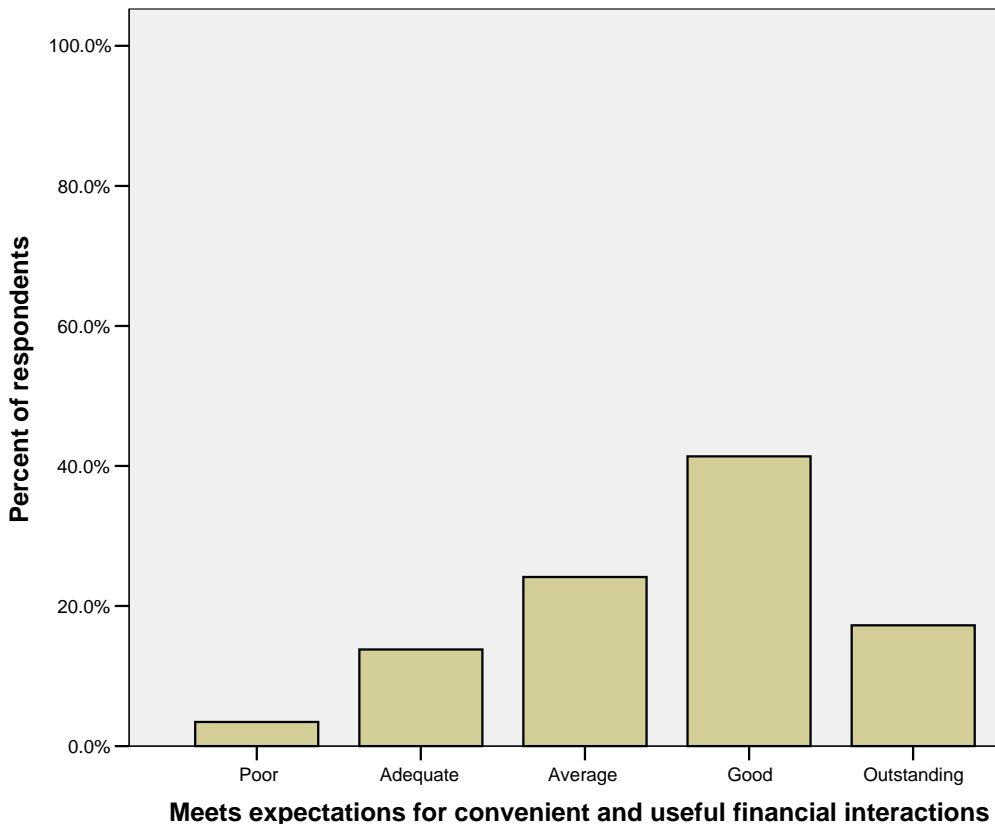


3. Please select which professional description best describes your role in that organization.



Section 5: Please tell us about your level of satisfaction with Reclamation's financial processes

1. How would you rate Reclamation's personnel in meeting your expectations for convenient and useful financial interactions?



2. How timely is the expenditure information that Reclamation provides?

	Very late	Rarely on-time	Sometimes on-time	On-time	Very timely	Don't know	Total
year-to-date N=18	5.6%	5.6%	16.7%	22.2%	5.6%	44.4%	100.0%
quarter-to-date N=17	5.9%	.0%	23.5%	23.5%	.0%	47.1%	100.0%

3., 4. Frequency of Contact

	Not at all	Once	Twice	Three times	Four times	More than four times	Total
Contacted by Reclamation about finance charges N=24	79.2%	4.2%	4.2%	4.2%	8.3%	.0%	100.0%
Customers contacted Reclamation about their bill N=20	70.0%	10.0%	5.0%	.0%	.0%	15.0%	100.0%

3. a., 4.a. Satisfaction with information provided

	Poor	Adequate	Average	Good	Outstanding	Total
Satisfaction with information when contacted by Reclamation about billing N=5	20.0%	.0%	40.0%	40.0%	.0%	100.0%
Satisfaction with Reclamation response when customer called about billing N=5	.0%	20.0%	40.0%	40.0%	.0%	100.0%

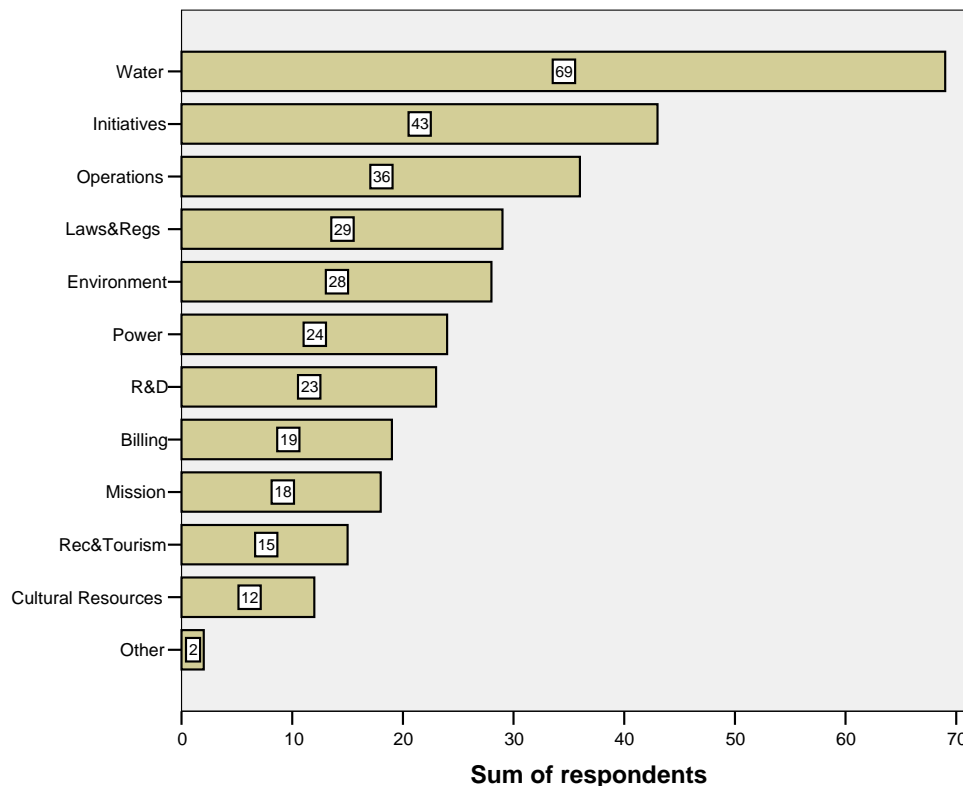
Pacific Northwest Community Response Summary

Section 1: Customer satisfaction with Reclamation communication

1. Which topics would you like to receive information about from the U.S. Bureau of Reclamation?

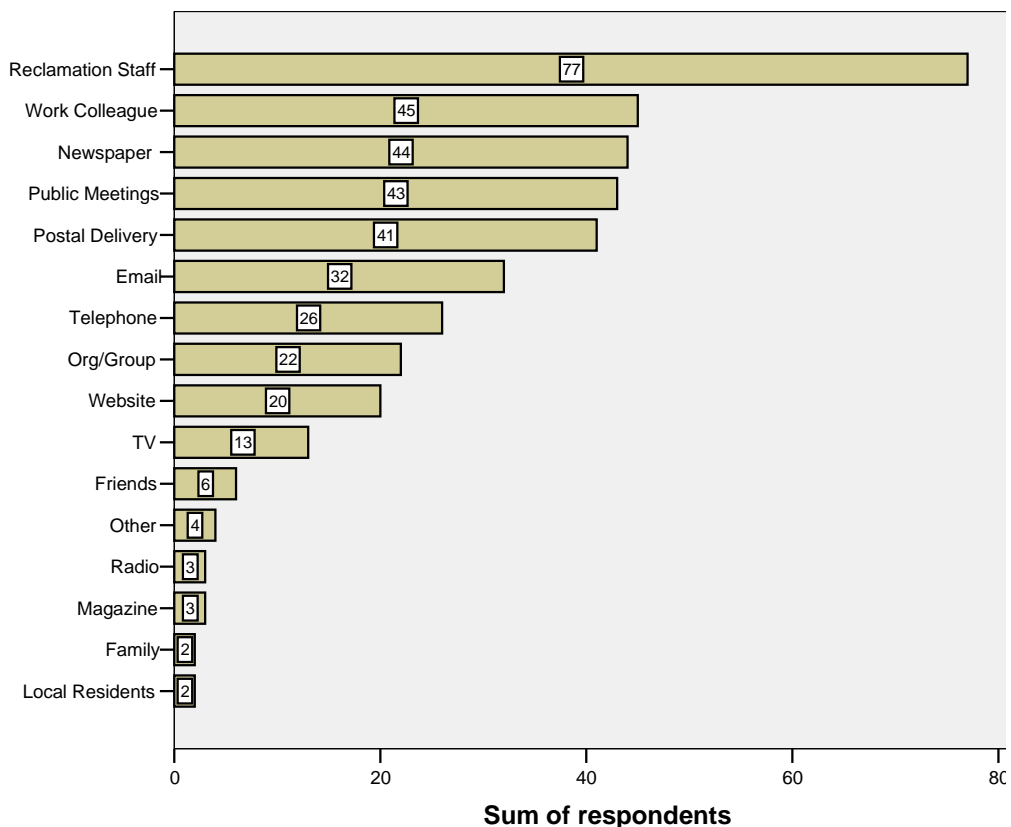
Topics	Count	Responses	Column Responses %	Column Response % (Base: Count)
Water	69	69	21.7%	75.8%
Initiatives	43	43	13.5%	47.3%
Operations	36	36	11.3%	39.6%
Laws & Regs	29	29	9.1%	31.9%
Environment	28	28	8.8%	30.8%
Power	24	24	7.5%	26.4%
R&D	23	23	7.2%	25.3%
Billing	19	19	6.0%	20.9%
Mission	18	18	5.7%	19.8%
Rec & Tourism	15	15	4.7%	16.5%
Cultural Resources	12	12	3.8%	13.2%
Other	2	2	.6%	2.2%
Total	91	318	100.0%	349.5%

hkjhkjhkh

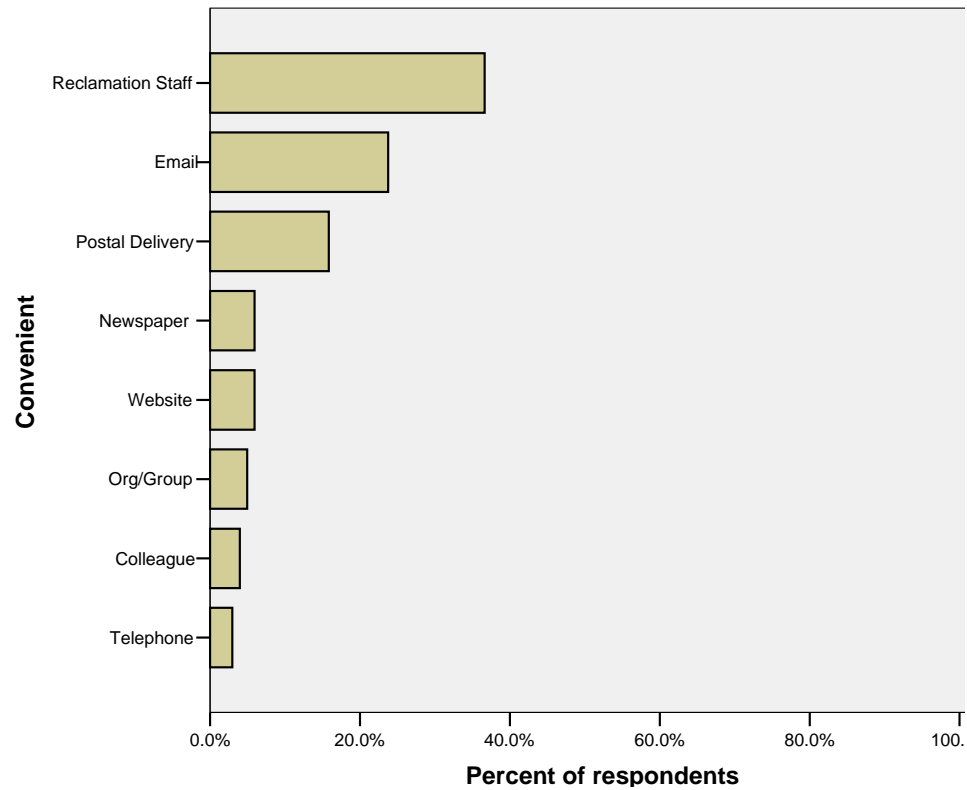


2. How do you learn about Bureau of Reclamation activities and decisions?

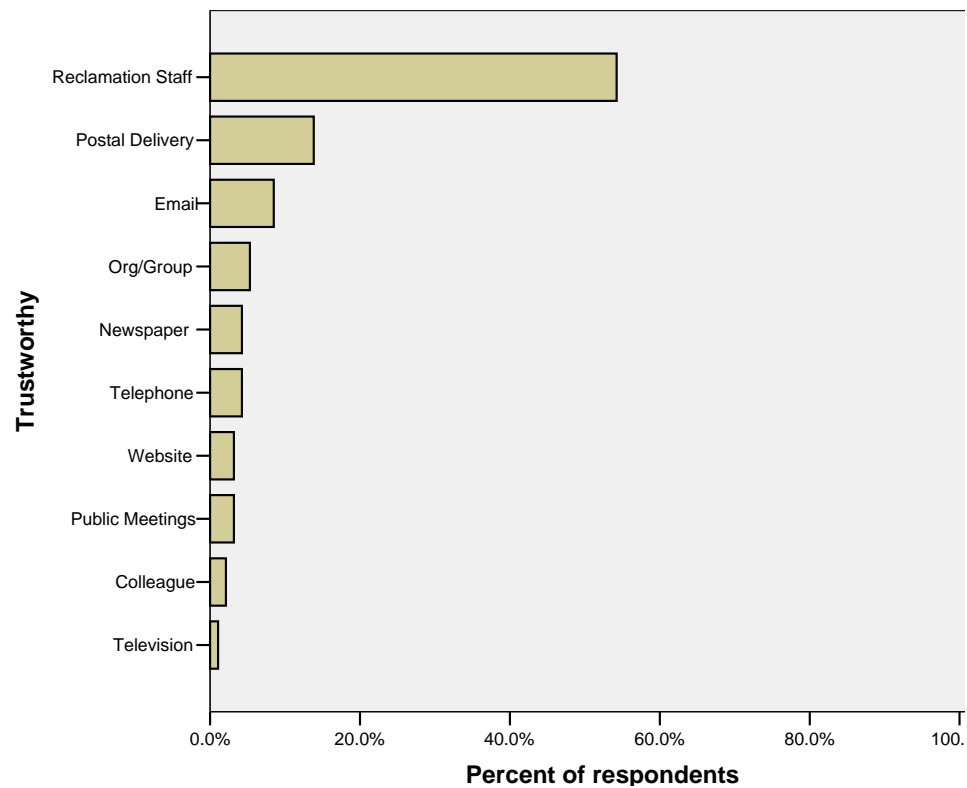
		Count	Responses	Column Responses %	Column Response % (Base: Count)
Information sources	Reclamation Staff	77	77	20.1%	74.0%
	Work Colleague	45	45	11.7%	43.3%
	Newspaper	44	44	11.5%	42.3%
	Public Meetings	43	43	11.2%	41.3%
	Postal Delivery	41	41	10.7%	39.4%
	Email	32	32	8.4%	30.8%
	Telephone	26	26	6.8%	25.0%
	Org/Group	22	22	5.7%	21.2%
	Website	20	20	5.2%	19.2%
	TV	13	13	3.4%	12.5%
	Friends	6	6	1.6%	5.8%
	Other	4	4	1.0%	3.8%
	Radio	3	3	.8%	2.9%
	Magazine	3	3	.8%	2.9%
	Family	2	2	.5%	1.9%
	Local Residents	2	2	.5%	1.9%
	Total	104	383	100.0%	368.3%



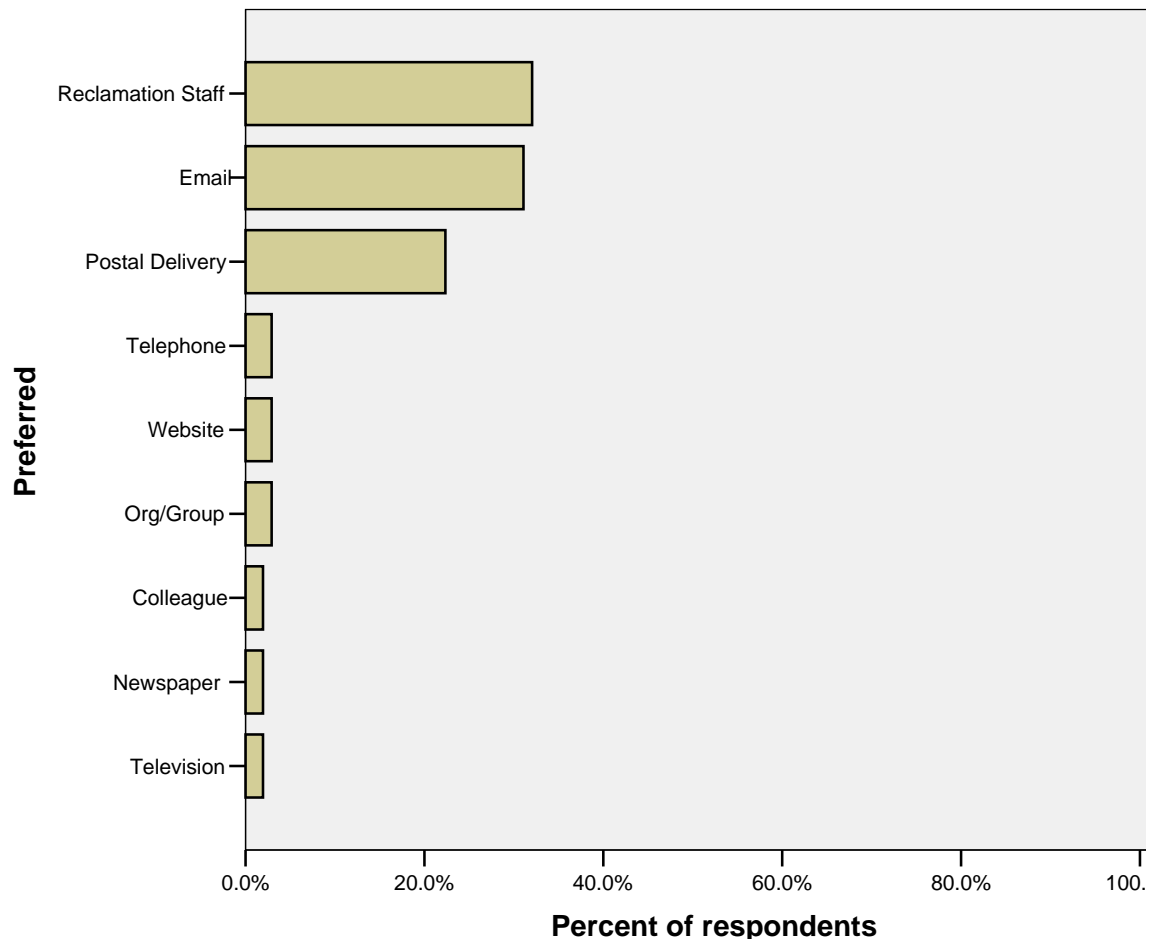
2a. Which communication source do you find the most convenient?



2b. Which communication source do you find the most trustworthy?




2c. Which communication source, do you prefer to use for receiving information?



	Email	Newspaper	Postal Delivery	Org/Group	Public Meetings	Reclamation Staff	Telephone	Television	Website	Colleague	Total ²⁵
Convenient N=101	23.8%	5.9%	15.8%	5.0%	.0%	36.6%	3.0%	.0%	5.9%	4.0%	100%
Trustworthy N=94	8.5%	4.3%	13.8%	5.3%	3.2%	54.3%	4.3%	1.1%	3.2%	2.1%	100%
Preferred N=103	31.1%	1.9%	22.3%	2.9%	.0%	32.0%	2.9%	1.9%	2.9%	1.9%	100%

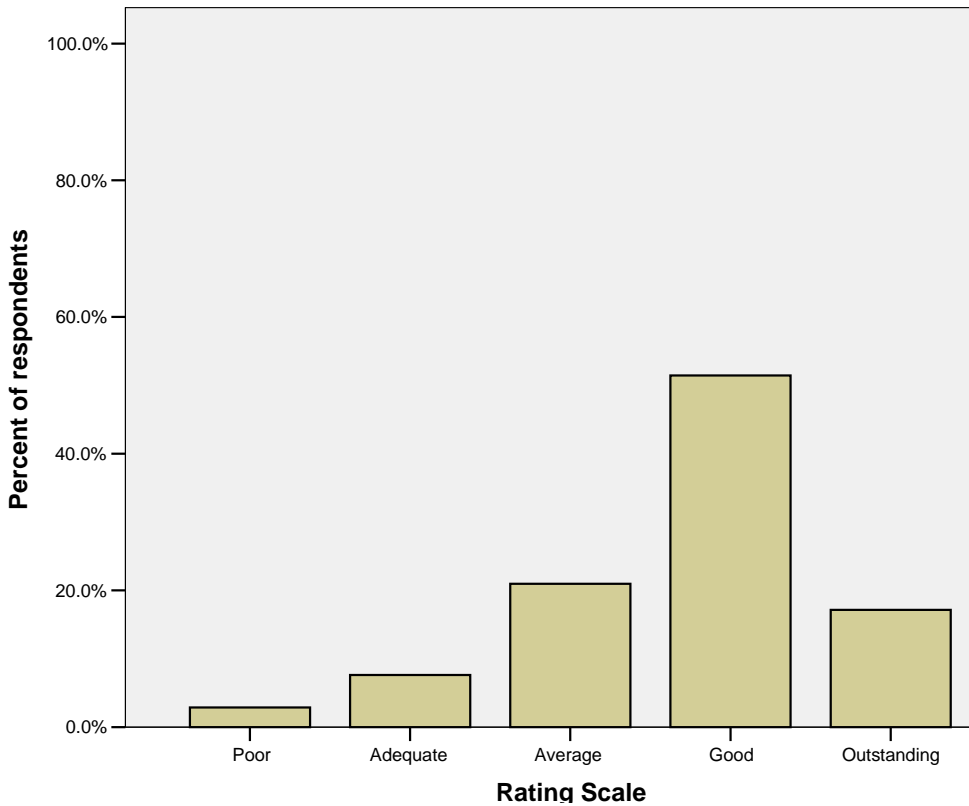
²⁵ Family, Friends, Radio, Local Residents, and Trade Magazines were not cited by respondents as either their most convenient, trustworthy or preferred source.

3. During the past 12 months as a Reclamation customer indicate your level of agreement with the following:

	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Provides easy access to contacts N=104	3.8%	13.5%	44.2%	35.6%	2.9%	100%
Answers needs with single point of contact N=104	8.7%	31.7%	47.1%	8.7%	3.8%	
Provides accurate information N=104	2.9%	14.4%	52.9%	28.8%	1.0%	
Provides information in timely manner N=104	8.6%	20.2%	47.1%	23.1%	1.0%	
Uses plain language N=105	3.9%	26.7%	44.8%	21.0%	3.8%	
Makes it easy to find out about proposed changes N=103	9.7%	40.8%	28.2%	16.5%	4.9%	
Values agency-customer relationship N=103	5.9%	19.4%	38.8%	31.1%	4.9%	
Considers customer input in planning process N=103	14.6%	29.1%	31.1%	16.5%	8.7%	
Provides useful information via web N=98	4.1%	25.5%	39.8%	13.3%	17.3%	
Provides unbiased tech/scientific support	6.0%	22.0%	51.0%	15.0%	6.0%	

Section 2: Customer satisfaction with Reclamation service delivery

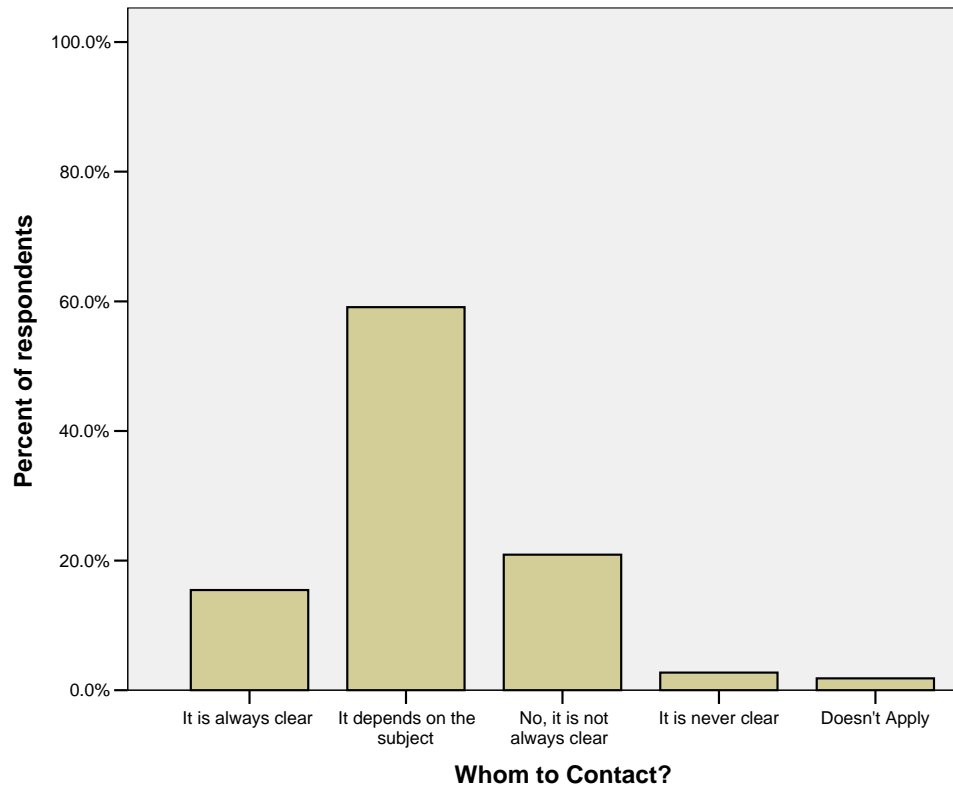
1. Everything considered, please rate how satisfied you are with the way Reclamation delivers its services?



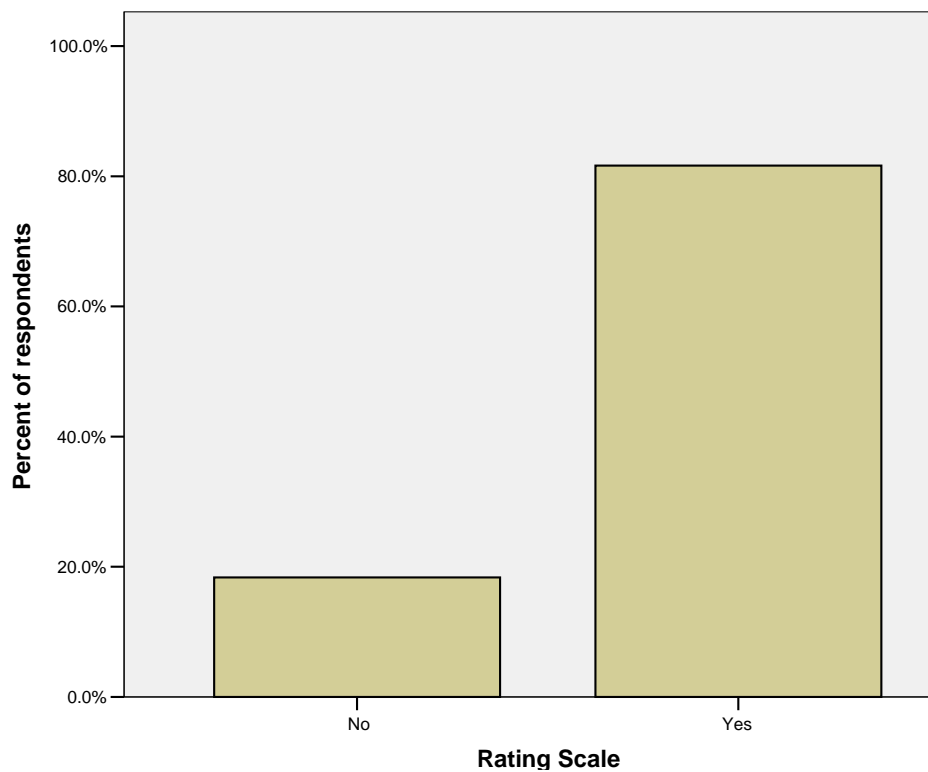
2. How would you rate the Reclamation staff on its customer service?

	Never / Rarely	Sometimes	Often	Always	Doesn't Apply	Total
Accessible N=110	2.7%	19.1%	48.2%	30.0%	.0%	100%
Helpful N=110	3.6%	19.1%	43.6%	33.6%	.0%	<div style="text-align: center;"> ↓ </div>
Knowledgeable N=107	6.5%	20.6%	41.1%	31.8%	.0%	
Timely N=110	12.7%	15.5%	46.4%	24.5%	.9%	
Courteous/respectful N=110	.9%	4.5%	37.3%	57.3%	.0%	
Committed to understanding customer needs N=109	8.3%	21.1%	40.4%	29.4%	.9%	
Clearly explains Reclamation rules and regs N=109	4.6%	22.9%	46.8%	24.8%	.9%	<div style="text-align: center;"> ↓ </div>
Effectively involves public in planning N=108	5.6%	27.8%	39.8%	18.5%	8.3%	

3. Is it clear whom to contact in Reclamation for assistance with your specific needs?




4. Is there an office or staff person who has been especially *helpful*?



Section 3: Please tell us about your level of satisfaction with Reclamation's management

1. This question has two parts. First, rate how important the item is for how you do business with Reclamation. (Items that were rated >50% as “important” or “very important” are highlighted in bold)

	Unimportant / Not very important	Somewhat important	Important	Very important	Doesn't Apply	Total
Water supply N=105	3.8%	4.8%	7.6%	77.1%	6.7%	100%
Hydropower generation N=101	13.9%	10.9%	17.8%	20.8%	36.6%	
Facilities operation and maintenance N=105	7.7%	4.8%	27.6%	47.6%	12.4%	
Dam safety N=105	4.8%	4.8%	30.5%	43.8%	16.2%	
Water conservation N=104	4.8%	6.7%	24.0%	57.7%	6.7%	
Endangered species requirements N=108	9.3%	13.9%	30.6%	39.8%	6.5%	
Public Safety N=107	2.8%	12.1%	32.7%	42.1%	10.3%	
Environmental requirements N=103	5.8%	11.7%	38.8%	39.8%	3.9%	
Resource planning N=106	2.8%	15.1%	40.6%	29.2%	12.3%	
Recreation N=106	23.6%	22.6%	22.6%	13.2%	17.9%	
Cultural and archeological resources N=104	20.2%	29.8%	18.3%	13.5%	18.3%	
Native American affairs N=103	22.3%	22.3%	23.3%	16.5%	15.5%	
Research N=103	8.7%	21.4%	35.0%	13.6%	21.4%	
Water reuse / treatment N=104	19.3%	12.5%	24.0%	15.4%	28.8%	
Other N=35	8.6%	8.6%	5.7%	8.6%	68.6%	

1. Then, please rate how satisfied you are with the way Reclamation is managing for each item. (Items that were rated >50% as “important” or “very important” in the previous table are highlighted in bold in this table, the rows that are shaded in gray indicate that >50% of customers are also find management of that item to be, “good” or “outstanding”)

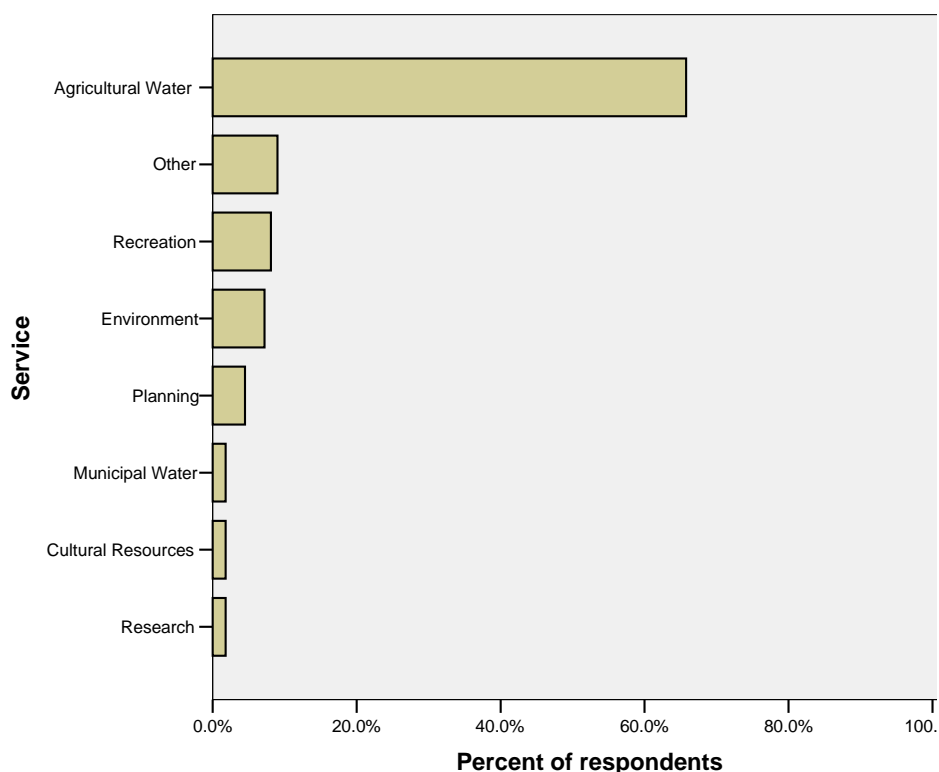
	Poor	Adequate	Average	Good	Outstanding	Does not apply	Total
Water supply N=99	4.0%	5.1%	13.1%	60.6%	9.1%	8.1%	100.0%
Hydropower generation N=89	1.1%	7.9%	9.0%	37.1%	6.7%	38.2%	
Facilities operation and maintenance N=96	4.2%	4.2%	17.7%	51.0%	10.4%	12.5%	
Dam safety N=95	2.1%	4.2%	15.8%	43.2%	21.1%	13.7%	
Water conservation N=93	2.2%	6.5%	24.7%	40.9%	20.4%	5.4%	
Endangered species requirements N=101	7.9%	8.9%	29.7%	40.6%	5.9%	6.9%	
Public Safety N=98	3.1%	4.1%	16.3%	44.9%	21.4%	10.2%	
Environmental requirements N=96	9.4%	5.2%	24.0%	44.8%	11.5%	5.2%	
Resource planning N=95	3.1%	6.3%	33.3%	38.5%	7.3%	11.5%	
Recreation N=95	2.1%	8.4%	25.3%	36.8%	8.4%	18.9%	
Cultural and archeological resources N=94	2.1%	8.5%	27.7%	35.1%	8.5%	18.1%	
Native American affairs N=91	4.4%	9.9%	26.4%	35.2%	7.7%	16.5%	
Research N=93	3.2%	9.7%	24.7%	34.4%	5.4%	22.6%	
Water reuse / treatment N=94	1.1%	9.6%	24.5%	28.7%	4.3%	31.9%	
Other N=37	2.7%	2.7%	16.2%	18.9%	.0%	59.5%	

2. Please rate how satisfied you are with decisions made at these different management levels within Reclamation.

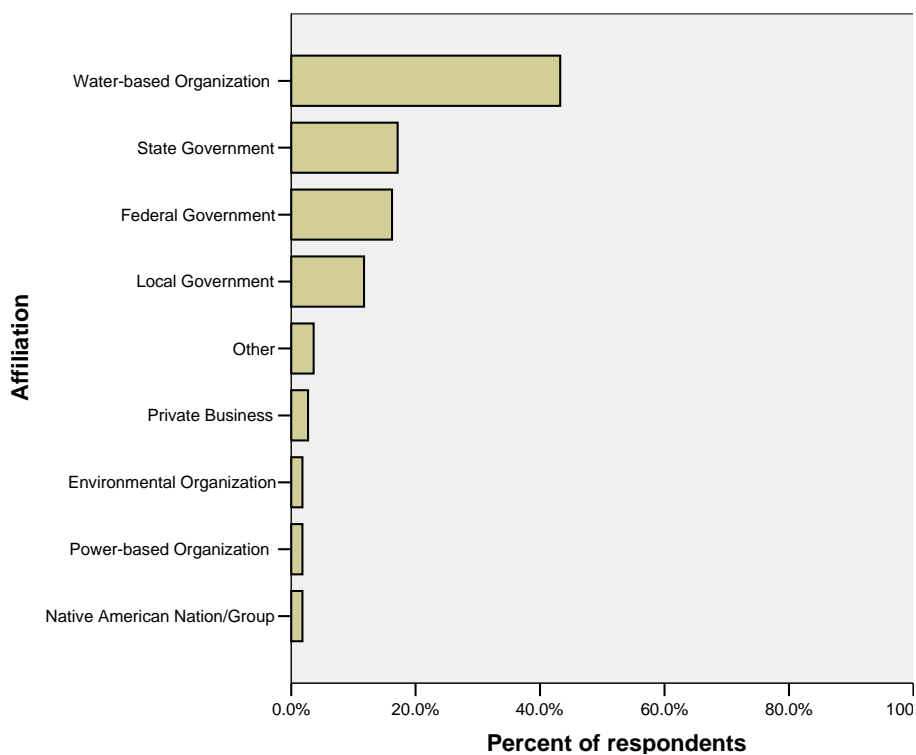
	Poor	Adequate	Average	Good	Outstanding	Total
Local level (area/project office) N=104	4.8%	3.8%	13.5%	50.0%	27.9%	100.0%
Regional level (regional office) N=100	6.0%	12.0%	27.0%	43.0%	12.0%	100.0%
National level (Denver/D.C.) N=95	5.3%	7.4%	32.6%	47.4%	7.4%	100.0%

Section 4: Respondent Characteristics

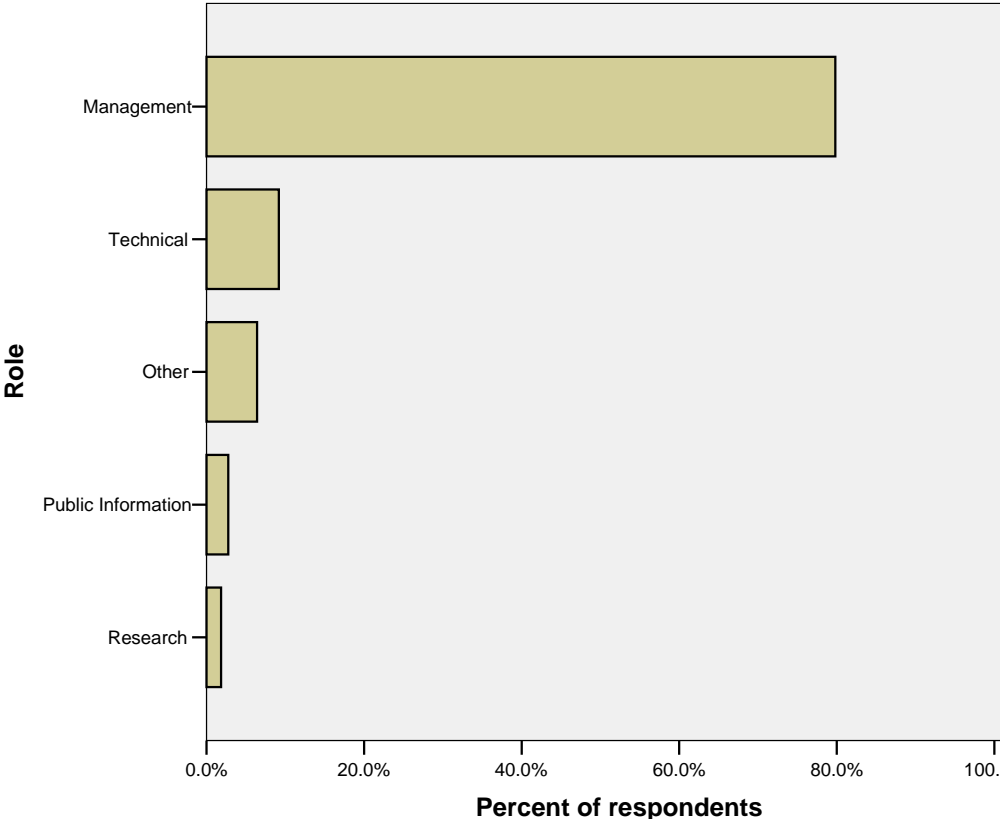
1. Check the program area that describes the *primary* service you receive from Reclamation.



2. Please check the organization that describes your affiliation.

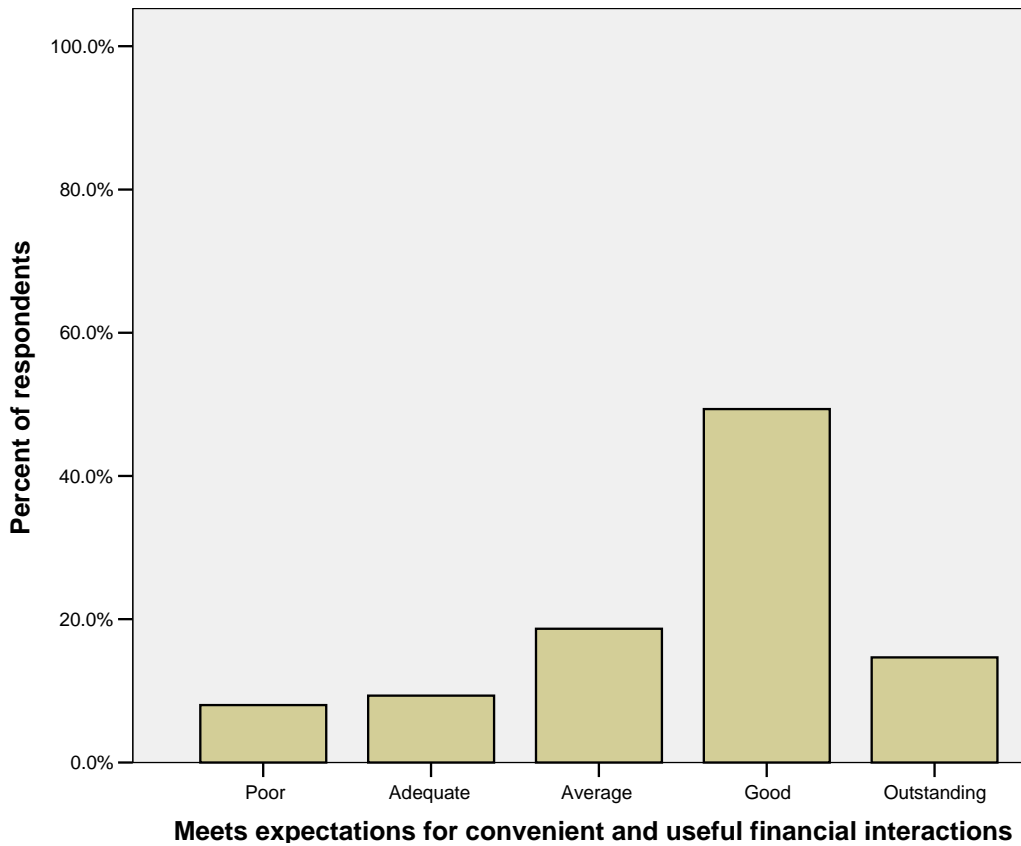


3. Please select which professional description best describes your role in that organization.



Section 5: Please tell us about your level of satisfaction with Reclamation's financial processes

1. How would you rate Reclamation's personnel in meeting your expectations for convenient and useful financial interactions?



2. How timely is the expenditure information that Reclamation provides?

	Don't know	Very late	Rarely on-time	Sometimes on-time	On-time	Very timely	Total
year-to-date N=63	9.5%	4.8%	4.8%	22.2%	42.9%	15.9%	100.0%
quarter-to-date N=60	11.7%	5.0%	5.0%	20.0%	43.3%	15.0%	100.0%

3., 4. Frequency of Contact

	Not at all	Once	Twice	Three times	Four times	More than four times	Total
Contacted by Reclamation about finance charges N=67	31.3%	19.4%	25.4%	10.4%	3.0%	10.4%	100.0%
Customers contacted Reclamation about their bill N=63	50.8%	20.6%	14.3%	6.3%	.0%	7.9%	100.0%

3. a., 4.a. Satisfaction with information provided

	Poor	Adequate	Average	Good	Outstanding	Total
Satisfaction with information when contacted by Reclamation about billing N=50	4.0%	16.0%	18.0%	52.0%	10.0%	100.0%
Satisfaction with Reclamation response when customer called about billing N=35	11.4%	17.1%	20.0%	45.7%	5.7%	100.0%

Appendix B

Qualitative responses to open-ended questions

Survey ID	1. 4: If Reclamation could make one improvement in its interactions with you, what would it be?
205	Have a more accessible point of contact.
632	More prompt return of telephone calls.
478	Reorganize to represent its customers effectively.
639	A yearly meeting.
362	More published material.
769	Reformat your written communication to ask for what you want upfront. I usually read pages of information to learn what the question is.
366	I just don't have the experience and knowledge to do this survey. I don't have enough contact with Reclamation personnel and projects.
1087	Do real good!
1042	Provide definite answers.
Anonymous	Empower project-level staff with decision-making authority.
1014	Listen to land owners that are affected.
55	Be more lenient.
291	Provide information requested and promised.
368	Better correlation between the projects we administer and those of the BOR.
1023	Improve Cost Share Programs. Boise Regional Office has been very good to work with.
642	To make sure the same information is provided at all levels of the BOR.
787	Cut costs. I.e. The cost of this survey at this financial crisis time.
465	Continue to remind staff on the need for Tribal consultation when in the planning phase of projects and initiatives.
281	Honor commitments on ongoing projects.
740	Empower local staff to more freely discuss USBR issues and positions with colleagues from partnership agencies. Do not put restraints on communications from USBR administration.
1063	Keep improving communications.
1092	The website being down due to the Indian Trust ease is very inconvenient. The project data information that was on-line prior to 9/11 was very helpful. Could this data be available again with accounts and password protection?
716	We have not taken water from the river for over 20 years because the river channel changed. Therefore this survey does not apply because I have not been a customer.
272	More streamline land transactions.
774	Financial reconciliation concerning annual balance.
512	Be more open and include local authority in the decision-making process.
590	More decisions made at local level.
657	Faster answers to question.
633	Allow decision-making among area office level employees.
726	Send letters written in plain English. We have some smart people here and rarely do letters make sense. Stop speaking in "government speak." We often call the Bureau for someone to tell us what letters mean. Sometimes your rep. doesn't even know.
209	Minimize the fortress, like security at its area office.
980	Would like to have regular coordination meetings to summarize and present on-going programs and projects of interest.
30	Speed up the RMP process.
423	Be forthright in policy discussions about what pressures and instructions are coming from Washington D.C. headquarters and from Dept. of Interior. I'm concerned about political pressures and government/lawyer pressures.
311	Distribute updated information on rules and regulations, availability of grants and grant administration procedures.
17	Accurate accounting is a timely and efficient manner.

765	Provide funding for projects.
65	Make contract decisions sooner.
645	I have never had an interaction with Reclamation.
958	Provide me with its mission, goals, current and future. I want to know what the Bureau has in store for the week's most critical issue: lack of water and projects in store for aquifer recharge.
129	Quit adding to our contracts.
540	Timeliness.
619	Provide information to us in a timelier manner. As an Irrigation District sometimes we learn information pertaining to our District: secondhand from BOR Field Office in our area.
488	Be willing to respond to my questions in a prompt and complete manner. More professional and responsibility needed by individuals who can make a decision.
493	Better and more accurate communications, with persons who can make a decision.
106	Figure a way to keep the price of irrigation water down. Our products are the same as it was in the 1950's.
991	Provide information in a timelier manner.
348	Direct contact with service organization.
1016	No improvement necessary.
975	Complete and honest communications on a timely basis with no hidden or undisclosed loop holes to be discovered later.
514	Reclamation needs better communication between staff members, so everyone is on the same page. Sometimes I have seen confusion between your staff members because not everyone is "up to speed" on a particular issue.
771	More frequent contact.
773	Correspondence with agency personnel or plans for projects, sometimes take a very long time to complete by BOR staff.
637	Remove so much security in office building.
83	Maybe attend our annual meeting. GID is not the only water district in WY.
644	Possible contact once in a while to let us know water levels and quality of water.
973	Complete work in timely manner.
250	I need a contact that can answer legal questions about water rights!
190	More timely meetings and response to inquiries.
MI001	Provide information that can be more understood by the general public.
636	To be more accepting of the person with common sense, logic to work problems out.
134	Listen to my concerns more.
981	Give the same answer at all levels, from D.C., region, and district.
1053	To please make the decision making process in a more timely manner and meet deadlines.
99	Do what is right for the good of the people and not special interest groups.
319	I very rarely contact BOR people, but when I do, so far, I've had no complaints.
364	Internet/web.
598	Be more responsive to state and local needs and issues.
620	Not to dictate what it thinks it wants. It often times doesn't know what it wants and bounces back and forth.
539	Timely response to questions.
510	The bureaucracy we have to go through seems impossible at times. Too long in the decision process. Too many levels.
39	More timely responses to inquiries from the Headquarters in D.C.
999	Provide a booklet that gives new managers a background on the role of the BOR to various entities.
287	Newsletters on a quarterly basis via e-mail.
1094	Snake River Area office does a good job.
19	It would lose its adversarial attitude toward its ag. water service contractors.
91	While Reclamation always provides me with timely information, sometimes they are a bit slow in getting projects initiated.

485	Recall history of issues and follow through on commitments.
22	More input in planning process I.e. budgeting legislation.
589	Be more external rather than so internal.
573	Follow the law and regulations.
522	Increase mailings rather than relying on the internet.
28	I would love to see things happen faster. I understand there is a lot of red tape to cut now. I would like to see my answers come from local BOR without having to go all over the U.S. to get answers.
754	Provide timely understandable and accurate information.
917	Be consistent with all parties relative to right of way protection for our lands and drains.
541	Faster turn around from Washington D.C. to local people.
468	More balance when it comes to making decisions on environmental water related issues.
777	I am satisfied with our communications.
997	I don't have any problems with interactions with our BOR partnership.
911	Help fund local projects to a greater degree, even though you provide considerable support presently. I.e. Working with irrigation districts, watershed councils, and councils of government.
766	Can't think of a single thing to improve on.
425	More information about the role of reclamation in water policy and actions.
618	Schedule of work to have Friday coverage when delivery of Irrigation Water is in process.
678	Improve accounting system regarding financial status and procedures for resolving problems.
909	Visit Irrigation sites often.
681	Provide clear timelines and paths to complete projects and stick to them.
680	Provide clean timelines and paths to complete projects and stick to them.
1068	Stop acting like the CIA: include more people.
655	Not travel so much out of state.
412	Open communication with decisions.
663	Keep internet/website updated.
23	Send a notice when transferring funds to our bank account.
549	More internet access for source information.
936	Provide additional information on budget process and federal processes.
59	Provide accurate information.
323	I. Administration. Increase speed and response time in contracts writing and renewal and review of plans. II. Operations. More accurately running Colorado River.
70	Ask for input in planning and budgeting.
379	Provide timely and honest information.
988	Get your contract out in a timely manner. Not at the end of your fiscal year.
414	Provides greater accessibility of resources, information and people.
No Survey I.D.	Be supportive for once.
316	More frequent contact.
50	Provide better outreach on Bureau programs; become more proactive in participation on Water related issues; more aggressively address needs in Texas.
388	Regular updates on USGS water level and stream flow data.
990	Send out mail early.
158	Understanding that we are the customer and supporting our issues should be a priority.
758	Communication with direct answers and truthfulness.
528	Increased knowledge for their responsibilities associated with their job duties.
92	Summarize extensive reports.
240	More public meetings.
171	Let me answer all questions through Willows Office. Sacramento is not nearly as

	friendly. Willows Office is outstanding.
631	Listen more to our input.
719	Periodic newsletter.
1104	Clarify roles of ecology staff.
913	Stick to original mission as much as possible.
49	Reclamation was excellent in every aspect, very professional.
643	I feel that straight honest answers would be wonderful most questions are talked around. I may not like the answer, but at least we would know what it is.
293	Earlier and better consultation on water quality issues.
471	Too many Reclamation staff attend meetings. It's counter-productive.
574	More difference to local preference.
694	Make the applications that have to be done every year not such a pain in the ass. If only our signature was required it would be nice. It is so complicated that we have to hire someone to complete it for us.
325	Timely communications.
71	Treat us fairly.
361	Plain language.
218	Speed things up, everything at BOR takes too long.
132	Regard the people like me who have never farmed (inherited). Farm land and especially in statements of indebtedness which do not have to be paid now. And other business financial statements and make it simple.
187	Stop sending surveys.
554	Be more visible to the public.
177	Bills easier to understand.
68	Don't know, pretty well satisfied.
172	Provide greater telephone accessibility.
582	Be more responsive to stay with that position.
1052	Next time Reclamation is sued, check with Irrigation District's prior to doing a settlement agreement.
1008	Some personnel act like robots at meetings, but cannot answer or make decisions. Most are very helpful.
563	More timely responses to questions of policy and procedure. Regional personnel need to be less territorial in relationship to promoting or increasing Reclamation control and involvement and more solutions oriented.
668	No contact in past 12 months.
963	Provides information in a timely manner.
901	More frequent communication by e-mail about water status. I would like better internet availability of data.
1093	Forget about political correctness and give a straight answer. Streamline process for those they have contacts with.
906	Better communication. Phone calls to publications staff not always returned.
956	Provide unbiased and accurate data on total water supply available.
112	Be more in sympathy with the water user's point of view.
224	Holds costs at lowest possible/feasible level.
584	More accessible.
771	Enhance verbal communication skills of staff members.
128	Better email communication on proposed changes. Too many different offices involved.
955	Streamline. Empower local staff. Eliminate multiple layers of oversight and supervision. Eliminate area offices, they're redundant.
426	What is the relationship between the Conservancy District(s) and the BOC?...and/or the corps of engineers?
435	Direct personal meetings.
667	Provide direct communications concerning Reclamation programs and their requirements.
915	Cut out the government red tape. System need to be simplified. Too many restrictions and unessential regulations.

341	More correct information, listen more to local landowners less environmental/special interest groups.
670	Handle all Reclamation Reform Act issues out of Casper → audits.
441	Make funding authorities/programs policies/guidelines more publicly available in one place.
687	Information in a timely manner from one source.
1062	Accountability and communication.
1088	Answer questions directly and truthfully. Not “waffle.” Be responsive.
235	Some contact and information. This survey is the only thing I have seen.
516	Provide cost and availability for water sooner.
749	Change the attitude from what regulations prevent completion of an initiative to how can we streamline and get the job done.
908	Get back to working with the customer.
566	There are time limits to recognize, but more frequent area briefing would be helpful.
445	More direct contact with Pueblo.
31	Single point of contact, with authority to make a decision.
692	Reclamation is doing a great job! Keep in keeping on!
420	Become unbiased in scientific and technical support. Current bias supports legal constituents of the ESA.
1036	Be consistent between offices.
804	Provide a list of top level individuals and designate their responsibilities.
805	If the entities I manage have no changes, don't require us to fill out the same forms year after year.
125	More personal contact with a field representative.
507	More frequent updates (fax, e-mail or website) re. Friant unit operations and supply projections.
14	Bring customers into the decision making process as early a possible to gain valuable feedback and avoid missteps.
345	Be more open-minded; less rigid in determining role and mandate of the Bureau.
1084	Continue to partner on water management issues.
585	More frequent personal contact.
483	Expand the analysis of their customer's ability to provide services in a cost-effective environmentally efficient manner other than through their existing tools which are too programmatic.
47	Get answers quicker from higher up.
130	Write in plain English. Your letters are incomprehensible. Please note changes of ownership. I'm still receiving data for a property I sold in 2003.
110	Can't think of anything.
236	Make a decision now.
608	It would be nice to get an answer from the first person I call.
920	Help support on canal systems.
962	Be more open to input.
609	Reclamation needs a mechanism to allow it to cooperate in studies in a quick time frame. The technical assistance to states program is helpful but under-funded.
710	Clean River up like it should be to increase flow and lower water level on banks.
446	Respect. True government to government interaction.
470	Timely responses to letters, e-mails, etc. on policy and decision issues.
742	Accurate and precise information when requested. More involvement as government to government partnerships.
1041	When RPA reviews are conducted we feel the power some like to impose. If there was a willingness to work together rather than the heavy handed approach, things would work better.
1027	I would like an e-mail notice every week or two with news letter like updates. I should make more of an effort to sit down routinely with BOR.
968	Provide cell phone numbers of Reclamation staff.
780	Respond promptly to queries, with a sense of proportion.

256	Communicate more so I don't have to call you.
685	Reply to phone and mail messages reliably.
214	Be responsive and forthright.
159	Since the Sacramento River is claimed as a government-owned ditch, erosion should be controlled. Especially when it is being caused by up stream rip.
593	Inform me of activities or planned activities in Lake County.
960	More detailed cost accounting/billing. Pie charts still do not provide services performed or costs.
1034	I think BOR's main emphasis is to serve water distribution. Other issues are, at best, given secondary priority or ignored. ESA, WA issues are among those.
695	I own a very small property (5 acres) and rarely have a need to interact with Reclamation.
334	Haven't dealt with them.
295	Perhaps a quarterly newsletter or every 6 months
53	I am very satisfied with El Paso staff.
641	Don't be so entrenched and defensive.
1045	Be more concerned about the needs of farmers and not the environmentalists. Farming is what you were all about when your agency was formed.
349	Give us more timely updates and grand programs.
772	No improvement needed.
341	More opportunities for local funding and irrigation companies.
759	Ask us for an advisory council that can let you know what the customers needs are.
355	Let Conservation Districts know about more rec./water grant programs.
434	I don't interact very often with the Bureau, therefore I can't evaluate this.
566	More public accountability in project development.
709	Simplify paperwork.
186	E-mail alerts on dam release charges that effect river flows and turbidity.
1065	Keep local control at satellite offices. That was the idea of those facilities. Several of the questions on your survey so far depend on who we talk to. The Bend Field Office is extremely helpful and knowledgeable of our operations and bottleneck seems to occur at the regional office administration level.
587	Provide monthly update meeting on issues within the region.
597	Be more open.
994	E-mail directory and contact information of all levels of USBR staff.
1077	Be more inclusive of other government. Agencies and departments with parallel or overlapping missions; my impression is that the Bureau is very insular and doesn't share opportunities to solve taxpayer problems with qualified partners.
1010	Note sure at this time, as Middle Fork Irrigation does not interact with Reclamation all that much.
1031	Up to date information on issues affecting our district such as updates on B.O. Consultation.
733	Provide timely pertinent information on items effective irrigation.
415	We deal mostly with USGS.
806	Most of my interaction, very limited, is through to water surveyors in our area. It's difficult to determine how to improve out interaction with a very large bureaucracy.
656	Attend public meetings with irrigators.
578	Provide more material for review via postal delivery.
108	Send me all, business mailings related to the contract on the land I rent.
945	Change organizational structure (regional office is in Boise: doesn't work well).
689	Share organizational structure so that I can understand who does what, and make proper contacts with that knowledge.
499	Regulated meetings.
242	Increased funding levels.
263	Reduce political conflict between work done by staff and position taken by upper echelon.

442	Government to government relationship with the tribes (Pueblos).
371	More awards/contracts more quickly.
10	To be a partner, rather than a challenge in some communication.
691	Keep things simple.
529	Get rid of paper work, year after year forms even though everything stays the same.
938	I have no problems with anything.
375	Improve understanding of who's responsible for what.
2	Provide more communication and information to customers.
271	Don't really have any contact with them or very little.
721	Not involved.
792	Let me know what it even is.
499	Increase yearly water allocation from 1400 A.F. to 2500 A.F.
356	Send district more updates/material on funding sources/programs.
167	The Bureau must improve its O&M accounting.
438	We have different point of contacts for different projects. Quality of service differs greatly. I would prefer a single POC.
215	Satisfied with Reclamation.
296	Better Information on Dam and O&M.
600	Realize that I am busy too and my time is valuable also.
399	More updates via newsletter/tax or email.
391	More outreach programs.
233	Honor government to government relationship.
576	(1) Finalize 2000 Draft NEPA Manual. (2) Put together process documents that describe major Reclamation processes, E.G., Water Contracting.
795	Ability to make more decisions at the regional level.
191	I am inundated with mail from the Bureau. I would like to receive only material to which I am required to respond. I receive so much from the Bureau most of which doesn't apply to me. I'd rather receive only what applies to my situation where a response is required.

Survey ID	2.5: What is the single most important action that Reclamation could take to help its staff improve customer service?
205	Create a single source of information.
632	Put less work load on them.
54	Service is tremendous.
478	Lower level staff should do what senior level staff directs. Not always the case. Lack of communication between levels.
639	Public meetings.
659	Legal advice.
419	Send their best people; the best communicators to explain complex/difficult issues.
1003	Loose the annual forms.
1042	More certain answers.
502	Simplify Reclamation laws.
Anonymous	Hire qualified staff with required knowledge, skills and abilities for each position.
1014	Don't be so possessive.
55	Lenient.
291	Return calls.
368	Become more available.
1023	Keep Reclamation involved at the grass roots level.
642	Know the concerns of people.
465	Note Tribal consultation process.
281	Honestly represent its position.
740	Give local staff greater latitude communicating with partnership agencies.
1063	Being courteous and respectful.
1092	Give more authority to levels below area manager.
272	Timeliness of land exchanges.
774	Continue in current method.
63	Good personnel, phone directory.
512	Involve locally elected.
633	Decision-making is too far up the chain of command.
726	Send letters that make sense.
209	Provide an updated staff telephone directory without request.
980	Improve internal communication.
11	Ensure adequate resources are available to handle financial issues.
30	Meet their deadlines better.
423	Strive for common goals land better relations with New Mexico State Engineer and NM Interstate Stream Commission!
1091	Consistency in decisions and service between offices.
311	Always been satisfied with customer service.
17	Return phone calls and respond to letters in a timely manner.
765	Toll-free telephone number at OKC office.
85	Their fine the way they are.
65	Streamline procedures.
958	The advantage of all media in advertising its mission and goals and on-going projects and programs.
540	Quit playing games.
619	Increase workers in areas that are needed and decrease staff in areas where they are over staffed.
488	Be truly responsive.
493	Return telephone calls from customers with ability to make decisions.
756	Don't close ranks when something does not function properly. Work with area governments and residents better.
991	Public Relations Training.
348	Personal Contacts to explain goals and policy.

1016	No improvement needed in staff, however, it would be good if the Technical Assistance Program had a small budget for implementation to act as seed \$ for cost shares.
975	Do not over load their work so that they can respond in a timely manner.
514	Pay more attention to the public's interests and less to special interest groups.
771	More frequent interaction.
773	Some clerical staff seems unmotivated to help find the appropriate person for which we need to contact.
277	Provide additional project funding.
944	Response time.
637	Remove red tape.
83	Less duplicate paper sent and get address the same.
644	Contact us once in a while.
250	Where do we contact you?
190	Respond more timely.
571	Lobby Congress to allow more information exchange under Homeland Securities Act.
MI001	Involve the public in the planning process.
636	Be more open minded.
134	Let the right hand know what the left hand is doing.
981	Have all levels on the same page with answers to policy/regulations/law.
1053	Answer the phone instead of always using voicemail.
105	Staff does not always treat you as a customer; they act more like government employees.
703	More staff.
986	When working with private landowners don not over speculate everything.
598	Better out reach to state and local water users.
620	Empower to make decisions at a local level.
1060	Keep experienced staff.
39	More timely responses to inquiries from the D.C. office.
287	Continue to communicate.
608	Improve website ease of use.
182	Time response.
485	Commit to timely resolution of issues.
22	More contact from upper echelon area managers, regional directors.
589	Be more visible.
604	Be sure the area office is in tune with the region and other offices.
573	Follow the law and regulations.
522	Circulate a telephone directory of its staff.
28	Faster turnaround time.
754	Provide answers at the lowest level, most appropriate, timely.
917	Need better plat maps for our main and 1 st unit lands.
541	Faster turnaround from top to local level.
468	Do not depend on Fish and Wildlife to make final decisions on water issues.
777	I am satisfied.
997	Pay attention to the general public.
991	Provide financial assistance to local projects by supporting local organizations.
594	More training.
425	More PR about what Reclamation does.
1043	Publicize Reclamations mission in media.
678	Help understand the costs associated with lack of coordination between USBR/NMFS/USFWS.
909	Good relations.
681	Streamline environmental review
680	Streamline environmental review.
1068	Include us in more decisions at an earlier stage. This region is highly political and chain of command oriented to a fault. Seem scared to make decisions without check

	off up to the Commissioner.
655	Don't make national rules apply to local problems.
412	Open communications.
663	Increase Department of Interior budget for Reclamation.
23	I feel that approval of special use permits involving water users is unnecessarily taking to long to be processed.
549	Open the process of BOR O&M cost allocation and details of allocation to various projects.
936	Stay connected to e-mail and internet.
1071	Doing fine. Continue existing efforts.
59	Keep us posted on information and change.
323	Don't allow environmental groups and water "have-nots" to overly influence Reclamation operations on the river.
70	Allow input before decisions are made.
379	Improve your contracting capability for the Albuquerque Area Office.
988	Timely responses.
1049	Be more efficient with responses.
414	Network, market, reach out.
No Survey I.D.	Don't be politically correct; this doesn't do anybody any good.
753	Allow more decisions to be made at the area level.
316	Training and background information.
50	Improve outreach and education.
388	Provide follow up
990	More contacts.
158	Education on issues.
758	Make sure staff knows answers to frequently asked questions. We always get "I don't know" for an answer. They need to ask the "regional office."
528	Educate them regarding customer service for contracts.
92	Stop changing procedures.
171	Have Sacramento Office take lessons from Willows!
631	Reduce overhead charges to less.
29	Project oversight.
1104	Clarify roles of other staff positions and post on website.
913	Support Boise Project Hubbard Reservoir claim.
643	Be truthful and honest in answers given.
293	Give value to outside agency experts, from other agencies.
471	Streamline staff involvement; "too many cooks in kitchen."
574	Additional staffing.
325	Better understanding of District operations.
211	Enhanced website information.
361	Knowledge of the need of our area.
218	Speed up processes.
132	It depends on who I am speaking to, most are friendly and courteous.
187	Provide doughnuts.
198	Take time to understand their customers' problems and needs.
554	Be more visible.
177	Simplicity of material sent out.
68	Get more of them.
172	Return calls.
582	Timeliness.
1052	Send your ESA folks to charm school.
1008	Keep your internet up and running.
563	More timely response at regional and Washington levels. Delegate more responsibility from Region to Area Office.
963	Take fewer vacations.
901	More frequent, unsolicited communication regarding operations.

1093	Make more decisions locally. Cut the red tape.
906	Communication.
956	Live person answer initial call.
52	Everything is fine.
224	E-mail majority of correspondence.
584	Teach them who they work for.
771	Clear communication.
923	We bill the BOR for our research projects and have good/timely responses.
989	Fund projects in a timely manner.
955	Better familiarizing lower echelon employees about core mission of water and power.
426	Tell us what you do. What is your span of control?
453	Return calls immediately.
435	Individual contact.
602	We are o.k.
667	Provide a contact directory that explains each person's area of expertise.
1081	Keep up the good work.
341	Better communication with public.
670	Don't be so picky on forms.
441	Understand and adapt to unique circumstances of Tribal governments.
687	Know RRA Law.
1062	Focus and complete a project in a timely manner.
1088	Take the time to provide a clear correct answer or direction.
235	Have had no association with Reclamation.
516	Make more decisions at the local level.
566	Use media to improve public awareness.
445	Openness.
31	Establish a stable funding process mechanism.
692	Keep the excellent work up.
660	It has always been ok.
420	Advocate for Tribal trust resources.
1036	Consistency between offices.
804	Timely response.
805	Stop the need of repetitive duplication of paperwork.
125	Financial picture unclear.
507	Reduce paperwork requests for water transfers.
14	Empower them to make decisions specific to their area of expertise.
345	Change the name "Reclamation" since they never were "reclaiming" they were only changing the use of the resource. Like other federal agencies, they are pretty good at this, but tend to take on authoritative, non-modifiable position on issues facing them.
483	Subject matter referral document indicating whom to contact.
544	More interactive with customers.
47	Responsiveness more timely for issues out of staff's control.
505	Do not change staff often.
790	Attend Mutual Water Co. Board meetings.
236	Make a decision.
608	Give your field staff more information.
920	Support/honesty.
757	Keep everybody up to date on issues.
962	More information on web.
609	Improve public access to information through web site. This information is often incorrect or out-dated.
710	Review the reason the levies and by-passes were built and how built.
446	Return phone calls or e-mails.
470	Training, experience, retains seasoned staff.
1041	More willingness to work together as team players. Partnerships working for the common good.

424	Establish a “point of contact” for local government.
1027	Updates for our agency would be helpful.
968	Involve the public earlier in planning processes, especially their contractors and water users.
256	More regular contacts.
685	Be more of a partner when negotiating contact renewals of all types.
153	Honesty.
162	Being accessible.
214	Responsive and forthright.
159	Be in the field more.
45	Just keep up the good work.
593	Schedule regular meetings.
960	No complaints with customer service.
695	Not sufficient interaction to answer.
295	Publish a newsletter.
53	El Paso has a great staff.
641	More flexibility, less bureaucratic.
1045	Get a clear understanding of the importance of the farmers needs for water and stand behind them and not undermine them. Act in such a way that you regain the farmers trust to where Irrigation Districts can trust you.
772	No action suggested.
341	Better coordination.
759	Knowledge and needs of the specific area.
355	More local coordination.
434	Not enough contact to make a recommendation.
566	Open public discussion.
709	Cut out paperwork.
1065	Be consistent. USBR in my opinion cam out of the Klamath issue with a serous Black Eye. It seems they had an opportunity to clear some of that up during the rogue consultation, and instead, seemed to work against the Districts forcing the Districts to expand considerable legal and professional funds.
971	Community involvement.
1083	Have knowledgeable people answering phones.
587	Understand regional public.
775	Doing o.k.
994	Give staff decision making authority.
564	Not sure.
1077	Work better and more intimately with other federal agencies that steward natural resources especially in USDA.
1010	Listening. I have called to let you know that we do not have much interaction with Reclamation. This is the 3 rd survey.
733	Regular meetings and information sessions.
806	Many issues, but coordinate releases with our peak water demands.
578	Provide listing for specific subjects.
108	They do a good job now.
664	Hand outs at every meeting.
945	Staffing levels; address increased recreation use of project lands. Need to address authorities and allow BOR to administer rec. facilities.
689	Be clear about the decision-making processes within USBR at every level.
242	Increase the level of staffing.
263	Be aware of past history regarding issue.
442	Treat tribes as a government and consult with them on decisions concerning water.
286	List server notifications of changes at the Bureau - items of interest linked to website.
371	Get things done correctly the first time.
10	Provide info on schedule.
35	Knowledgeable about area needs.

938	I have had no problems.
57	Have been accessible.
7	More customer meetings.
436	Hire more people.
356	Keep in contact with District staff.
167	Understand financial constraints of Districts.
85	Accessible.
215	More timely response.
296	More information on web.
600	Have a larger staff to be able to spend more time to spend on issues.
1057	Consult as mandated by federal laws. Indian Tribes Sovereign Government.
1025	More timely response.
233	Honor government to government relationship.
795	Put more authority in the hands of Regional Director.
191	They must continue to be familiar with the land owners in their district and the unique challenges these landowners face.

Survey ID	5.5: What is the single most important action Reclamation could take to improve its operation, maintenance, and financial billing process? Most important action:
478	Start over.
639	They are doing it now.
246	We have been justified with BOR interaction with our local agency.
774	The Districts receives no billing from Reclamation.
726	Communicate in plain English!
209	In consultation with my agency, improve the online process of transferring O & M funds.
980	My biggest problem with BOR is regarding the new financial agreements with cooperators. The cooperators are treated as if we are contractors. The vehicles and processes used to provide assistance to and receive services from cooperators are not appropriate.
11	Interactive web site.
311	Always been satisfied with financial billing process.
17	Get caught up and stay caught up. I.e. Fix the accounting software so it works.
765	Send a larger envelope for the yearly payments.
540	Timeliness, need better explanations.
619	Go over figures a little closer and make sure everything gets charged to the proper cost authority in the year that it is supposed to.
488	Keep information at one location, on the local level, without paper trail from here to there – the act is not together – 1 department somewhere else is supposedly in control of my information.
493	Talk to people who are cooperative and able/willing to address a program and make a decision.
991	Keep us better informed in a timely manner.
975	Keep clear concise records that can be retrieved in a timely manner.
514	More hydropower. It's clean energy.
771	More defined information during contract development.
637	Make it more local level.
83	Billing in January instead of February.
571	Provide accurate information regarding the estimate for repairs and the additional cost to contract users to allow adequate budgeting for users.
134	Be as accurate as possible in its billing statements.
1053	Remember our budget year is January to December, not October to September like the Bureaus.
99	Make operation and maintenance the only O & M charge not all the other garbage.
105	Advise water contractor of budgets and live within your budgets.
620	Bill at the end of the year, just once. Would eliminate estimate payments and confusion.
539	Our rates are contractual. The alleged O & M deficit billings are incomprehensible. Have no idea where restoration fund money goes.
510	Find more water sources, build more dams.
999	Send out a billing history with payments and balances.
19	Coordinate accounting functions.
573	BOR is a purely political entity!
28	A more itemized bill. Currently the information is too vague.
754	Clear identification of service.
917	More explanation on bill. Detail!
541	Get the charges right and explain why and how they care to change.
1069	Invoice on time.
468	All billing are to be final billings.
997	To continue to respond to the park and public needs in a timely manner.
614	Improve the billing process.

678	Put an accounting system in place that works and which their employees understand.
909	Good contact with people.
681	Get it straight!
680	Get it straight!
655	Do only services requested by those paying the bill and charge other services to others or other programs.
412	Better communication, justification for billing. Must comply with projects original purpose. Limited emphasis on endangered species.
663	Reclamation is doing an outstanding job at present and there is no recommendation I have for improvement.
23	Notification when direct deposits are made to our account.
936	Improve reports to clarify terms of contract.
335	I believe all members of the F. Gorge Dam respond very well.1071
1071	Continue current process of communicating information.
59	Have field office in Texas.
323	The single billing we did not request and objected to the billing. We paid despite a contractual dispute.
379	Improve your contracting capability.
988	Title 28: You are always late with your agreements.
66	Build on more dam on the Big Wind River.
316	Get accurate, timely and up-to-date information. Use cash flow to manage funds.
158	Simplify.
528	Investigate cost reducing measures to reduce water costs.
436	Provide an itemized bill that will allow me to understand what services I received.
643	You never talk to them. Always get an answering machine and call back when the spirit moves them.
471	Simplify.
574	Needs to be timelier in capital replacement.
361	Dam building and development of hydroelectric power.
198	Be more accurate and realistic in power costs and revenue projections. They are always over optimistic about revenues and grossly under-project power costs. Actually usually are the reverse, thereby, adversely and untimely negative impacts on customers.
554	Our involvement is limited to purchasing water, so billing is just fine.
177	Process is alright now.
1008	We received an excellent yearly cost breakdown through 2008 in 2004.
563	Overhead costs from the Regional, Denver, and Washington offices of Reclamation should be listed as separate line items on financial billings and not be allocated to project features as direct costs. The general project feature overhead allocation does not easily allow us to see how much the direct costs are which are incurred on the project. Applying overhead costs incurred from the local area office to direct costs associated with a project feature is acceptable, but like overhead costs from the Regional, Denver or Washington Reclamation offices, we would prefer those area office overhead costs also be shown as a line item.
901	More complete information about projected costs itemization of billed costs.
1093	Allow us to be involved in the Section 7 Consultation.
727	More timely and accurate.
949	I don't recall ever having used the services of BOR.
224	Pray hard; get the reservoir levels going back towards normal.
128	Justify mitigation efforts and expenses.
955	Empower their local offices.
667	Provide technical assistance without the hassle.
1081	Keep up the good work.
1088	Timely and accurate information.
516	Make cost and availability information.

31	Better coordination between Pierre, SD, Bismarck, ND, and Billings, MT. So all are on same page and process can come to a conclusion.
506	Run its books like a private business. USBR accounting system is the most cumbersome and backward system I have had to work with.
1036	The reimbursement process between state and federal is cumbersome.
804	Simplify.
125	New proposed increase in rates are very difficult to understand, but alone accommodate.
507	Delivery/billing reconciliations conducted more timely.
14	Improve timelines sand accuracy of information.
483	Put it on the internet and keep it running!
790	Keep us aware of expected O&M charges for the year. O&M changes are excessive.
608	A bigger piece of \$ in T-28 for KS lakes.
920	To help Irrigation Districts.
757	Follow up to see if it was completed from one department to another.
609	Provide more accurate projections of O&M expenses. Each of the last 2 years has seen O&M cost come in 15% higher than projected. This causes serious budget problems for us.
710	Clean the waterways the way they were made to be.
1039	Shorten the survey.
446	Project officer and financial office communicate with each other.
470	Get more up to date and closer to real-time or year. Year behind makes it difficult when surprises arise.
968	Make the billings more detailed and easier to understand.
780	Simplify presentation of how O&M charges (overhead) are arrived at.
256	Consider recycled water more important as supply resource and fund it higher.
162	Deal with one office.
214	Attention to detail and better description of work performed. Greater care in estimates.
960	More detailed accounting. The pie chart (quarterly) doesn't really explain anything.
511	Return the water payment process to the local reclamation office. It was more efficient when the payments went to the office that know what was going on instead of sending the money and receiving bills from an accounting office that doesn't always have a clue.
695	Not sufficient interaction to respond.
114	Get up to date computer systems.
53	I am very happy and satisfied with Filiberto Cortez and staff.
1045	Get the final billing information out by the 1 st part of July.
772	No changes are recommended.
567	Fix green mountain water issues. We need that water.
341	Stay connected with local government agencies on water projects.
355	More local coordination.
709	Simplify paperwork.
186	Itemized restoration charges on a biannual basis.
1065	Speed up the process.
587	Continue to simplify billing process.
994	Long-term cost projections.
806	My single most frustration with the Bureau is the rapidly increasing costs that are passed onto stakeholders. I realize that much of this is driven forces (Congress etc...) that are not in the Bureau's control. It would be my desire to have a say and some influence over how the money is spent, since we have the burden. I think it's grossly unfair for stakeholders to pick up expenses that should be the publics.
648	Call more often to discuss progress.
656	Doing o.k.
108	Sometimes the actual bill is confusing, but working with the representatives from the Bureau clears it up.

664	It's good.
499	On-line information services.
228	Provide grant number on remittance process; finance receives and doesn't know where to apply the funds.
442	By releasing money/draw downs in a timely manner.
513	I returned one previously.
436	Explain financial process to us.
743	We have a well closure grant but instead of awarding the Tribe the money directly we have to send in documentation for reimbursement. This makes paying the contractor more difficult and slows down the process.
167	Try to be more current. Getting bills after the fact is difficult to handle.

Survey ID	On back: Please provide any additional thoughts and/or comments about Reclamation in the space provided below.
54	It has been a pleasure to work with the Reclamation staff. You're doing excellent work.
Anonymous	Eliminate area offices and give decision-making authority to field office personnel.
1044	When I stated environmental concerns and endangered species were very important, it is not the species themselves but all the ramifications that the endangered species act has and will continue to bring about. The "strong aim" of the law is always a spectra and fears of losing one's livelihood and finances is certainly no little concern. I.e. Klamath Falls farmers and ranchers. Also, we were somewhat perturbed last year when all our companies' forms were returned for minute things that had nothing to do with "acres" – just "not picky." These things were "no problem" when we were audited just the year before. These aggravations, we can do without! P.S. All in all you're not bad to deal with, I just with it wasn't necessary.
774	The Bureau has an exceptional organization. I have worked for the District for 27 years. The Bureau has been involved with the District during the whole time and I have continually been impressed. Very few times has the District encountered poor communications. Notification to the Bureau has always taken care of the problem. I have worked with several government agencies and the Bureau is always professional. The Bureau is an outstanding organization.
730	My grandfather and I have had dealings with the Reclamation Board. We have found them to be fair and easy to deal with.
726	We get tons of nonsense mail that does not apply to us. After trying to figure out what he letter is talking about, we call the Bureau and they tell us it's not for our particular area or it's just informational and we don't need to do anything. Reduce the paperwork! Only send us what we need to know. Don't send us stuff that is for your internal decision-making. If we can't control any part of the process, we don't care about it. [The following comments are written within the text of the survey:] Customer, more like captive! What is service delivery? You bill us for water. There is no service. It is hard to understand what we are being billed for. We had to get a lawyer to tell us what you wanted. Communicate in plain English!
209	I have been doing business with Reclamation for nearly 20 years and for the most part have found the staff informative and helpful. I don't always agree with Reclamation's policies or decisions and at times believe their money could be better spent.
980	We have a long history of cooperation and collaboration with BOR. For the most part we have been pleased with the support and service BOR provides. My biggest issue is with the new BOR contracting with the States on cooperative activities. We are trusted as if we are contractors. BOR needs to address this problem by getting new federal authority or changing how they do collaborative work with state and local agencies. This is especially problematic for technical support and planning.
11	This agency does not currently take delivery of any water. Facilities to take water will be in place in 2009. Meanwhile, staff does participate with Reclamation and other contractors on financial (?) and protection of the San Francisco – San Joaquin Bay – Delta.
30	(1) We appreciate BOR's willingness and dedication to improve these areas for public enjoyment. (2) Without BOR's financial assistance many projects would not have been completed.
315	I believe that if USBR has the resources and energy to continue with this kind pf claptrap, then they have totally forgotten (or deliberately abandoned) their original mission and constituents. It is apparent that most of USBR staff is engaged in activities with little or no substantive value (such as this survey). If this is true, then perhaps the need for any federal agency concerned with reclamation is no longer there and the agency needs to be dissolved.
423	(1) There's a basic conflict current over federal versus states controlling water

	resource management. Both federal (i.e. Reclamation) and state agencies should continue to search for an optimum mix of responsibility such negotiations are politically healthy. (2) An unhealthy current affair is the present presidential administration's policy of under-funding and under-mining most national environmental and social programs. Reclamation should strive to continue providing an effective water-resource protection and planning is possible. Top management will be politically pressured. Only wise and effective middle management will carry us through this stage.
768	Streamline, I am seeing the BOR start to involve "Customers" as partners and allowing more input from the field, which hopefully can help to speed the timetable for projects which need to be done, that field partners are capable of doing. As infrastructure ages the need to address this is becoming more critical (as outside pressures increase), field partners are more knowledgeable of needs and potential solutions (not design or eng. etc.) but encounter roadblocks put up by BOR in an effort to maintain control. Let's put our heads together and work towards improvement.
1091	We deal with several Bureau of Reclamation offices. Thy Wyoming Area Office in Mills, WY has always provided exceptional service. All the other offices have been "less satisfactory" to interact with. It would be of great benefit to have more consistency in decisions and service between offices.
311	The Bureau has been very supportive of our water recycling and water conservation projects, and cooperative agreements with the Bureau have provided part of the necessary funding to implement those projects. The projects are helping to provide water supply reliability the residents of this area. Thank you for all of your help and assistance.
17	Over the course of the past year, our agency has learned that it potentially owes for power costs dating back over 5 years ago, O & M inspection billings through our water authority dating back 10 years (since the inception of service agreement), and has battled through advance payment reconciliations dating back almost 20 years. Government or not, this is not good business practice and puts an unfair burden on the users who are paying for the project. And. The accounting being presented to us is usually full of errors.
765	Staff at OKC are top-notch professionals. Always helpful and meets our needs. Staff at Austin, TX have always gone and go above and beyond the call. I've really enjoyed working with the USBR.
85	I think in all, they do a fine job.
704	"Environment" issues are hindering our safety along the Dacto(?) River. Farmers are suffering, the rivers are potential flood hazards. We suffer because nothing has been dredged in years, hence buildup, brush, logs, etc. Now the new idea is a "set back levee" Okay, do a whole town like Colusa, not just a few farmers who own farm land. The town is on the levee. Why not set back the town. Farmers are losing crops from back water right now and with a set back levee their whole farm "flood control" is lost its original meaning it's now "farm control."
645	I have worked here for 1 year 4 months and have never received or spoke with anyone from BOR. I really can't answer this survey accurately because of this fact.
958	Idaho State legislature documents indicate the extreme importance of ground water recharge. These documents go as far back as 5 governors who, along with the legislature at the time, made ground water recharge as an extremely important issue for the state if the state's economy and maintainability is to survive. Many of those documents place the BOR, along with the Idaho department of Water Resources, as the primary agencies to execute programs and projects for water recharge. Elmore County is one of the many counties considered as critical water areas.
348	I believe the Reclamation has provided a great service to the water use across this country, but we have very little interaction with them. Most of my information about them is through newspaper, etc.
975	Financial accountability is seriously looking within the BOR, whether the necessary information is not available or they are unwilling to share it with their constituents.

637	Put the Bureau back to managing water in the West and leave it out of the rest of the red tape.
636	When it comes to helping out financially the Reclamation is often slow at the draw. They can find ways to help the recreationists not out Irrigation District which helps keep farmers in business and feeding America. Some of the people working in these offices don't have a lot of ideas on how to run an irrigation district and will not ask any questions with an open mind. Gets very depressing once in a while.
134	There is a meter reader in our area who is openly killing a lot of time every year. I have complained before to our Willows Office, but they can't do anything about the situation. If the individual doesn't have enough to do, combine his job with someone else, after all their paycheck comes out of our pocket and is included in the O & M charge. Private business wouldn't put up with it.
981	Please retain BOR role/mission as primarily providing storage for irrigation purposes. Ag provides wildlife habitat, aquifer recharge and open, green spaces. Please rethink flushing of water for fish flows as it is unscientifically supported and a waste of water.
100	In general, the Willows office has been very good and the Sacramento office poor. I have owned my place and dealt with BOR for over 36 years. I used to pay \$8.00 a year for water, and then I got a bill for \$30.00/\$40.00 with a note which said "This is not a bill." I wrote back asking what I was supposed to do but cannot remember if I even got an answer. I have written several sarcastic replies to their letters, normally without reply. I did receive a thoughtful well written letter from Willows once and stopped in the office to apologize because I thought I had written to Sacramento. The latest, from Sacramento, I received last October and was asked to respond to the 30 plus gage document in seven days. They probably took months drafting and I'm supposed to reply in seven days. I haven't answered it yet. The other thing is mail sometimes I get two letters on the same day. Almost weekly I get some "junk mail" that I throw away.
VOL001	Bureau never has any money to help you. Always your projects till you want to do something, and then they step in and oppose or put so many stipulations on it that it isn't feasible. No money, but have \$17,000 to put a fence around some acres to keep off of some BOR land. Just because some people didn't want people in their backyard. Never or hardly used any electricity in last 90 years, but starting to and think Bureau should be leading the charge to get us Pick-Sloan electricity. They never come and visit and to ask us how they can help in anyway. They make everything we do cost more. Cheaper to go higher our own engineers. Then always have more stipulation just to show you whose boss and makes their job important. Oppose us to get in river so we can get our amount of water we are entitled to.
598	The El Paso, Texas BOR office needs to control the Irrigation Districts better and prevent the waste of water by spilling water to other county Water Districts.
510	Very good for the county. We need more dam for water storage. Very artificial to life. Less paperwork.
999	Overall, we are very pleased with the interaction we have with the area office.
485	Most all negative comments are related to dispute of contract issues; once resolved, we expect to be more satisfied. Thanks.
522	An agency subject to the political whims of each new administration has great difficulty maintaining a steady course. If new administrators cannot come up with the wrong decisions for its customers then Congress is always willing to step in and make their decisions for them. The only way to attain customer satisfaction is to permit them to escape the unpredictable politics of Washington by working toward completing projects and turning them over to stakeholders.
323	Most of the billing which occurs is our billing Reclamation for reimbursable work. Reclamation response to such billing has been excellent in the past years. Cultural resources: These rules are nearly impossible to deal with; they are broken and need to be fixed. When dealing with a system that is over 100 years old, but still fully operational and requiring constant maintenance and rehabilitation.
87	We are very satisfied with our relationship with Reclamation. They are very

	supportive of the efforts we make to operate our Irrigation District. From water conservation efforts to the training offered on water management. We feel that reclamation is still very pro-agriculture and cares about the future of the water supply in the West.
240	Need additional research on groundwater flows to determine who is pumping Colorado River Water.
631	I work with the BOR both as a private contract pumper and as chairman of the Board of Control and all of the interaction have been good and positive. We have some hang ups with some of the BOR policy, but the local people are just doing what they can under the BOR guidelines. The local people are going very well trying to help us all they can.
694	River is so low in the summer that I cannot run my pumps.
86	In the business we do with the BOR, we feel that the services are all adequate.
25	The only contact our Irrigation District has with the BOR is acreage limitation forms land administrative expenses.
132	This does not seem to apply to me. Our parcels are small, 16 to 32 acres and are farmed by tenants, relatives. I know too little about this to reply and have no knowledge. I live in Berkeley, California and know very little about what is actually being done, although I read the many papers which are sent. I am only affiliated as far as the BOR has supervision of water.
172	Reclamation as a whole provides excellent communication.
1008	Consultation: with District is not always trust worthy. Cooperation: most of the time: especially Bend field office. Conservation: has been excellent helping us with conservation measures.
725	I have never used your water in the 21 years I have owned this property
563	We feel we have a productive partnership with Reclamation for decades. We sense a change in Reclamation's attitude toward its relationship with our organization, specifically on the regional office level. Reclamation's attitude, as conceived by regional personnel and as perceived by us, is more territorial than and not as receptive to input from our organization as in the past. Reclamation must find a way to address its high overhead charges. Reclamation requires that its personnel perform design and construction management functions for all projects associated with Reclamation facilities. However, the costs incurred by the project beneficiary because of Reclamation's involvement are higher than if private, equally or more qualified consultants performed the same work. Accountability of incurred project costs is less than desirable. There needs to be more transparency in Reclamation's decision-making process that gets a project beneficiary involved at the start and allows more meaningful input into the outcome, particularly when it comes to making decisions that involve significant funding commitments.
901	Overall, I'm very satisfied with USBR staff of the local and regional level. I am concerned, however, that the Bureau seems to be struggling to find itself a new mission to the detriment of agricultural water needs.
923	Our relationships are limited to research contacts and we are very satisfied with these relationships.
621	We are a very small group of farmers (9) receiving Bureau water through the umbrella of a District. We have no paid staff, and I personally have to run down members of our group to get checks and fill out forms, and it really detracts from my farming operations.
435	Since Bureau of Reclamation deals with various offices or departments within tribal governments the BOR should get a clear understanding permission from the tribal leader to approve major and important decisions. A tribal staff person could make a decision that conflicts with tribal government. This should be avoided and can be prevented by communication.
735	It is my opinion that the USBR, should be constructing more projects for new beneficiaries and give title to the beneficiaries that are willing and able to operate

	them. The USBR is very capable of building more water storage and there are room for more dams. Those who say there isn't, have no sight for the future generations.
670	The people that come out of Denver to do the Glendo Audits seemed more concerned about crossing the t's than the spirit of seeking violations or misuse of Bureau water.
1088	Reclamation should treat its customers as the partners – involve us! Adequate staffing at local field office. Find ways to keep current projects viable before undertaking new projects.
516	Not enough local control. Too much politics. Too many laws. You have good people with their hands tied. Things are ok, but it is always difficult to deal with a bureaucracy when we don't have enough cash flow to pay off the current controlling party in Washington. This makes everything grind to a halt regarding any changes. So things don't change. Maybe that's good.
31	Should take a look at RUS and consider emulating process for drinking water development.
708	You could use good sense and dredge the river. In days past, it never hurt the fishing, made it better. Environment for too powerful.
804	If the BOR was run like a private business and forced to meet budgets and not allowed to bill O&M charges 18 months later to "cover" costs it would create efficiencies that are not currently there. Instead we have a system that has great potential for abuse that is paid for by users of the system that have little or no control due to the monopoly the Bureau has.
507	Understandably, in today's environment, Reclamation has a multi-faceted mission. Certainly more so today than when the west was in its formative years from a water development standpoint. However, Reclamation's long-term water contractors earnestly desire that their well-established economic dependence on project water not be discounted in the quest to satisfy other objectives.
690	Not farming anymore. Haven't been using Reclamation for 2 years.
506	As a matter of policy we do not respond to requests for questionnaires.
962	Keep focus on supporting recreation opportunities and conservation issues. Thanks!
1041	If I have heart burn, it's for how RPA issues are handle in the area office of Snake River. It's been very heavy handed. Things have improved slightly, but there is room for improvement.
968	I think the BOR is a great organization. I've greatly enjoyed my association with BOR personnel over quite a few years now.
615	Our relationship with the Bureau is pretty much limited to them reading a raw water meter from Waconda Lake and us paying the bill each month. This has been going on since 1976 with no problems. We get along well with local Bureau employees.
334	I have never dealt with them before I can't judge that is why I didn't fill out the other forms. It doesn't apply and isn't a fair appraisal.
759	Not all area's are 10-12 months of usage and don't have Applebee's and hotel and motels on the properties. There are still rustic properties.
709	Somehow need to attract employees who are committed to the job more. As a farmer is committed to the land, so should a public employee be committed to his role in BLM/BOR projects. Maybe incentive awards should be more encouraged? Plans to raise level of Shasta dam will create much more risk of dam failure in view of seismic activity or perhaps terrorism? Need more research and work on safety and maintenance.
683	We are not completing this survey as our contact with the Bureau is so limited that we have little basis for a meaningful evaluation. Our contract is for only 1142 acre feet and most payments, etc... are handled by another water district.
523	I do not have any direct dealings. Our county, through lawyers, do. It's nice you are worrying about customer service. I have no suggestions though. Thank you for asking.
1077	I have been surprised at how separate the Bureau's structure, activities, and its approach to problem solving is from many key governmental agencies that should be STRONG and ACTIVE partners in most things - especially NRCS and ARS of the USDA. It's all one resource and all the same tax payers. They both deserve better

	deployment of Government talent and resources in a more coordinated and partner-oriented fashion. These comments work in directions – to the other agencies as well.
10	Concerned about water supply reliability – not enough storage.
157	I get tired of filling out forms and papers. It seems everything about farming is now government bureaucracy. As far as your staff is concerned, whenever I have had to call about something they have been friendly and helpful, and get back to me in a timely fashion if I leave a message.
691	Odysseus Farms was a large farm which has been divided and sold to many others. Our contract relations are sent to me because the delivery comes in at our property, and as the quantity is very small. We do not involve other owners.
529	Water availability does not coincide with water need. Should be irrigating now not 15 th of May when diversion dam goes in. Also, why can't the Bureau deal with individuals instead of water districts? We are a small irrigation district which exists solely to meet requirements to get water. We have no function other than to bill ourselves for our water which we buy from you, the Bureau of Reclamation.
428	The Village of Tijiras has not had an area for reclamation.
721	
792	I know absolutely nothing about the Bureau of Reclamation. What does it do? How does it affect my life?
600	Reclamation adopts specific policies on the Regional or National level but does not support or back up the local level. Reclamation on the local level says this office supports you in your implementation of our policies, but if someone (the public) gets mad or goes political (contacts congressional representative or senator) or goes to Washington D.C. office – we cannot help you. If Reclamation hands down policies and procedures it expects organizations to follow then it should back up the organization's enforcement of those policies. Local area office management personnel need to be trained and directed to give support to the local implementation of Reclamation policies.

Appendix C

Regional Comparisons, selected questions

Section 1: Please tell us about your level of satisfaction with the Bureau of Reclamation's customer communication, Question 1: Which topics would you like to receive information about from the U.S. Bureau of Reclamation?

Region										
Topics	MidPacific Count: 82 Responses: 265		Great Plains Count: 122 Responses: 428		Lower Colorado Count: 41 Responses: 152		Upper Colorado Count: 51 Responses: 173		Pacific Northwest Count: 91 Responses: 318	
	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)
Water	25.3%	81.7%	21.5%	75.4%	21.7%	80.5%	26.0%	88.2%	21.7%	75.8%
Initiatives	7.2%	23.2%	11.9%	41.8%	13.2%	48.8%	12.1%	41.2%	13.5%	47.3%
Operations	12.8%	41.5%	11.2%	39.3%	9.2%	34.1%	2.3%	7.8%	11.3%	39.6%
Laws & Regs	10.2%	32.9%	10.0%	35.2%	12.5%	46.3%	5.8%	19.6%	9.1%	31.9%
Environment	8.7%	28.0%	7.2%	25.4%	8.6%	31.7%	12.7%	43.1%	8.8%	30.8%
R&D	5.7%	18.3%	7.0%	24.6%	9.9%	36.6%	9.8%	33.3%	7.2%	25.3%
Billing	11.7%	37.8%	7.5%	26.2%	5.3%	19.5%	4.6%	15.7%	6.0%	20.9%
Power	6.8%	22.0%	5.4%	18.9%	9.9%	36.6%	6.9%	23.5%	7.5%	26.4%
Mission	5.7%	18.3%	6.3%	22.1%	3.9%	14.6%	5.8%	19.6%	5.7%	19.8%
Rec & Tourism	2.3%	7.3%	6.3%	22.1%	2.0%	7.3%	4.6%	15.7%	4.7%	16.5%
Cultural Resources	3.0%	9.8%	4.4%	15.6%	2.6%	9.8%	5.2%	17.6%	3.8%	13.2%
Other	.8%	2.4%	1.2%	4.1%	1.3%	4.9%	4.0%	13.7%	.6%	2.2%
Total	100%	323%	100%	350%	100%	370%	100%	339%	100%	349%

Section 1: Question 2: How do you learn about Bureau of Reclamation activities and decisions?

	Region									
	MidPacific Count: 104 Responses: 369		Great Plains Count: 141 Responses: 517		Lower Colorado Count: 45 Responses: 181		Upper Colorado Count: 54 Responses: 192		Pacific Northwest Count: 104 Responses: 383	
Information sources	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)	Column Responses %	Column Response % (Base: Count)
Reclamation Staff	17.1%	60.6%	19.7%	72.3%	14.9%	60.0%	17.7%	63.0%	20.1%	74.0%
Work Colleague	10.6%	37.5%	13.2%	48.2%	13.8%	55.6%	14.6%	51.9%	11.7%	43.3%
Public Meetings	14.1%	50.0%	10.3%	37.6%	11.6%	46.7%	13.5%	48.1%	11.2%	41.3%
** Postal Delivery	16.5%	58.7%	10.3%	37.6%	12.2%	48.9%	5.7%	20.4%	10.7%	39.4%
Newspaper	8.7%	30.8%	7.5%	27.7%	6.1%	24.4%	11.5%	40.7%	11.5%	42.3%
Org/Group	6.0%	21.2%	6.6%	24.1%	10.5%	42.2%	12.5%	44.4%	5.7%	21.2%
Email	6.2%	22.1%	7.7%	28.4%	8.3%	33.3%	4.7%	16.7%	8.4%	30.8%
Telephone	2.2%	7.7%	6.8%	24.8%	6.6%	26.7%	6.3%	22.2%	6.8%	25.0%
Website	5.4%	19.2%	6.6%	24.1%	7.2%	28.9%	3.6%	13.0%	5.2%	19.2%
TV	2.2%	7.7%	2.3%	8.5%	2.8%	11.1%	4.2%	14.8%	3.4%	12.5%
Other	3.0%	10.6%	1.7%	6.4%	1.7%	6.7%	1.6%	5.6%	1.0%	3.8%
Friends	1.9%	6.7%	1.5%	5.7%	1.1%	4.4%	1.6%	5.6%	1.6%	5.8%
Magazine	1.9%	6.7%	2.1%	7.8%	1.1%	4.4%	1.0%	3.7%	.8%	2.9%
Local Residents	1.9%	6.7%	1.4%	5.0%	1.7%	6.7%	.5%	1.9%	.5%	1.9%
Radio	1.4%	4.8%	1.7%	6.4%	.6%	2.2%	1.0%	3.7%	.8%	2.9%
Family	1.1%	3.8%	.6%	2.1%	.0%	.0%	.0%	.0%	.5%	1.9%
Total	100%	355%	100%	367%	100%	402%	100%	356%	100%	368 %

**sig.=.000, Cramer's V and Phi .213

Section 1: Question 2a: Which communication source, among all those listed above, do you find the most convenient?

Convenient	Region				
	MidPacific N=90	Great Plains N=130	Lower Colorado N=42	Upper Colorado N=51	Pacific Northwest N=101
	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %
Reclamation Staff	24.4%	40.0%	21.4%	41.2%	36.6%
Postal Delivery	32.2%	13.1%	23.8%	7.8%	15.8%
Email	14.4%	13.1%	11.9%	13.7%	23.8%
Website	10.0%	10.0%	14.3%	5.9%	5.9%
Newspaper	3.3%	6.2%	4.8%	11.8%	5.9%
Colleague	3.3%	5.4%	4.8%	5.9%	4.0%
Public Meetings	5.6%	5.4%	9.5%	2.0%	.0%
Org/Group	2.2%	.0%	7.1%	5.9%	5.0%
Telephone	.0%	3.1%	.0%	3.9%	3.0%
Trade Magazine	1.1%	1.5%	.0%	2.0%	.0%
Television	1.1%	.8%	2.4%	.0%	.0%
Radio	1.1%	.0%	.0%	.0%	.0%
Local Residents	.0%	.8%	.0%	.0%	.0%
Friends	1.1%	.0%	.0%	.0%	.0%
Family	.0%	.8%	.0%	.0%	.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Section 1: Question 2b: Which communication source, among all those listed above, do you find the most trustworthy?

Trustworthy	Region				
	MidPacific N=91	Great Plains N=124	Lower Colorado N=42	Upper Colorado N=47	Pacific Northwest N=94
	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %
Reclamation Staff	44.0%	58.9%	47.6%	48.9%	54.3%
Postal Delivery	23.1%	14.5%	19.0%	8.5%	13.8%
Email	8.8%	2.4%	4.8%	4.3%	8.5%
Website	4.4%	4.8%	7.1%	12.8%	3.2%
Public Meetings	6.6%	4.0%	7.1%	6.4%	3.2%
Org/Group	5.5%	.0%	7.1%	6.4%	5.3%
Telephone	1.1%	5.6%	.0%	2.1%	4.3%
Newspaper	1.1%	4.8%	.0%	4.3%	4.3%
Colleague	1.1%	2.4%	7.1%	4.3%	2.1%
Trade Magazine	1.1%	1.6%	.0%	.0%	.0%
Television	1.1%	.0%	.0%	.0%	1.1%
Friends	1.1%	.0%	.0%	2.1%	.0%
Radio	1.1%	.0%	.0%	.0%	.0%
Family	.0%	.8%	.0%	.0%	.0%
Local Residents	.0%	.0%	.0%	.0%	.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Section 1: Question 2c: Which communication source, among all those listed above, do you prefer to use for receiving information about Reclamation?

		Region									
		MidPacific		Great Plains		Lower Colorado		Upper Colorado		Pacific Northwest	
		Count	Column Valid N %	Count	Column Valid N %	Count	Column Valid N %	Count	Column Valid N %	Count	Column Valid N %
Preferred	* Reclamation Staff	21	22.3%	58 (2.4)	45.3%	10	23.8%	16	33.3%	33	32.0%
	* Postal Delivery	36 (2.9)	38.3%	26	20.3%	10	23.8%	4	8.3%	23	22.3%
	Email	17	18.1%	23	18.0%	12	28.6%	10	20.8%	32	31.1%
	Website	4	4.3%	6	4.7%	2	4.8%	5	10.4%	3	2.9%
	Newspaper	1	1.1%	6	4.7%	2	4.8%	5	10.4%	2	1.9%
	Telephone	2	2.1%	4	3.1%	0	.0%	2	4.2%	3	2.9%
	Public Meetings	5	5.3%	2	1.6%	3	7.1%	1	2.1%	0	.0%
	Colleague	3	3.2%	2	1.6%	0	.0%	2	4.2%	2	1.9%
	Org/Group	0	.0%	0	.0%	3	7.1%	3	6.3%	3	2.9%
	Television	2	2.1%	0	.0%	0	.0%	0	.0%	2	1.9%
	Trade Magazine	1	1.1%	1	.8%	0	.0%	0	.0%	0	.0%
	Radio	1	1.1%	0	.0%	0	.0%	0	.0%	0	.0%
	Friends	1	1.1%	0	.0%	0	.0%	0	.0%	0	.0%
	Local Residents	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Family	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	94	100.0%	128	100.0%	42	100.0%	48	100.0%	103	100.0%

* Cramer's V .223 Sig.=.001, standardized residuals >2.0 appear bracketed in the table

Affiliation	Region				
	Great Plains N=140	MidPacific N=103	Pacific Northwest N=111	Upper Colorado N=53	Lower Colorado N=46
	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %
**Water-based Organization	37.1%	26.2%	43.2% (2.1)	3.8%	32.6%
**Local Government	30.7%	32.0%	11.7% (-3.1)	34.0%	30.4%
**State Government	15.7%	3.9% (-2.7)	17.1%	20.8%	10.9%
**Federal Government	2.9% (-2.3)	5.8%	16.2% (2.7)	15.1%	6.5%
**Private Business	.7% (-2.9)	27.2% (7.3)	2.7%	1.9%	2.2%
Native American Nation/Group	3.6%	.0%	1.8%	20.8%	13.0%
Other	8.6%	2.9%	3.6%	1.9%	2.2%
Power-based Organization	.7%	1.0%	1.8%	.0%	2.2%
Environmental Organization	.0%	1.0%	1.8%	1.9%	.0%
Media	.0%	.0%	.0%	.0%	.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

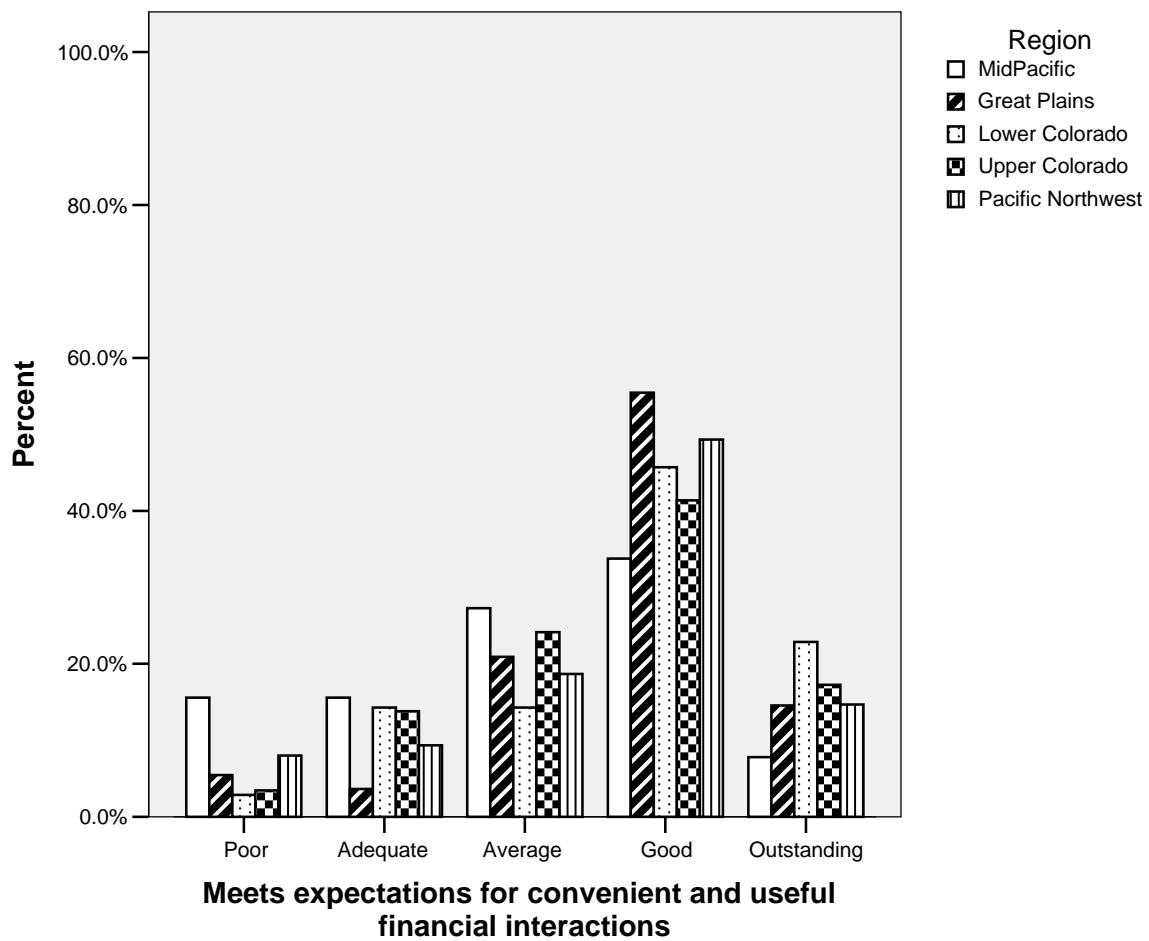
**Cramer's V .315 Sig.=.000; significant standardized residuals >2.0 for the larger regions are bracketed in the table

Service		Region				
		MidPacific N=104	Great Plains N=139	Lower Colorado N=45	Upper Colorado N=50	Pacific Northwest N=111
		Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %
	**Agricultural Water	81.7% (2.9)	48.2%	42.2%	46.0%	65.8%
	**Municipal Water	13.5%	25.2%	26.7%	6.0%	1.8% (-3.5)
	Other	1.0%	6.5%	13.3%	4.0%	9.0%
	Environment	1.9%	4.3%	2.2%	18.0%	7.2%
	Recreation	1.0%	7.9%	.0%	4.0%	8.1%
	Planning	.0%	5.0%	6.7%	10.0%	4.5%
	Power	1.0%	1.4%	8.9%	4.0%	.0%
	Research	.0%	.0%	.0%	6.0%	1.8%
	Cultural Resources	.0%	1.4%	.0%	2.0%	1.8%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%

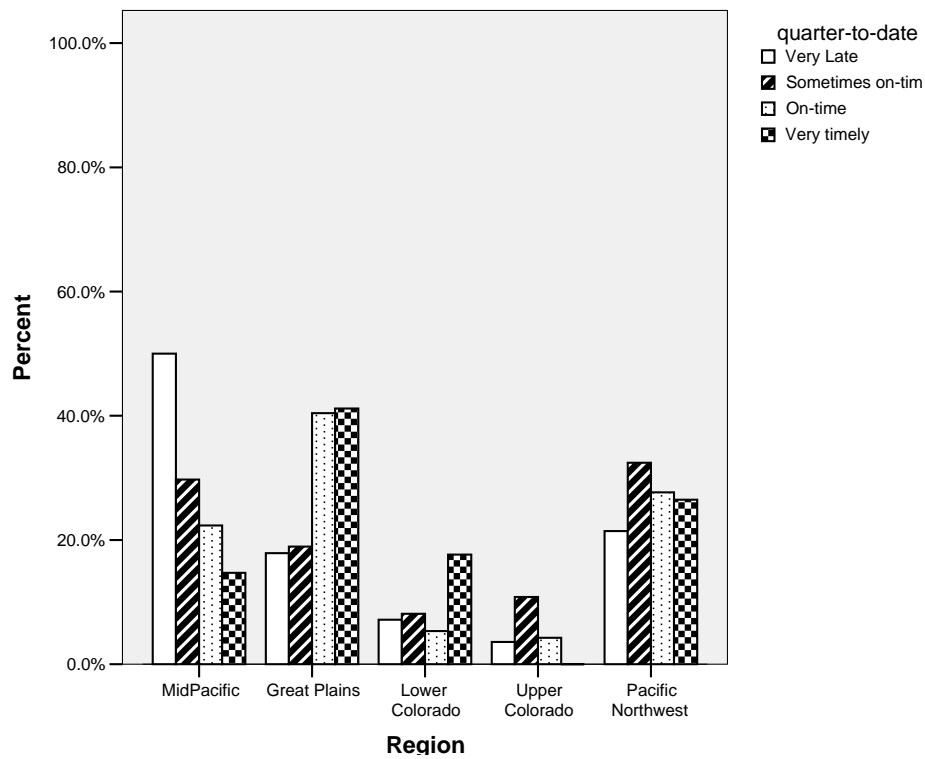
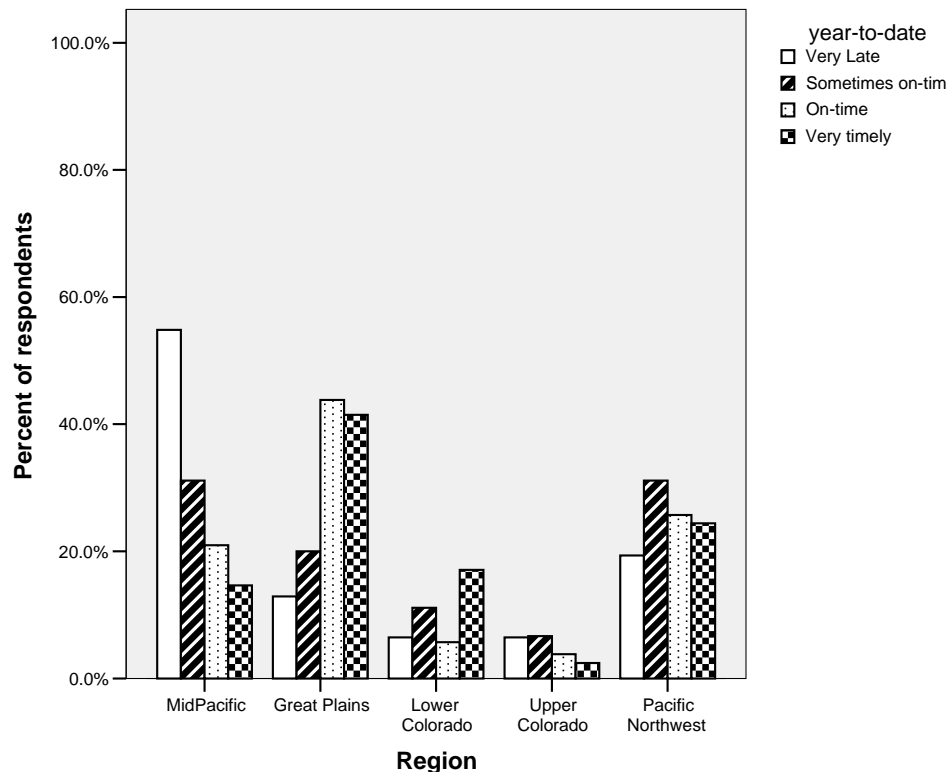
**Cramer's V .263, Sig=.000; standardized residuals >2.0 for the larger regions are bracketed in the table

		Region				
		Great Plains N=140	MidPacific N=97	Pacific Northwest N=109	Upper Colorado N=52	Lower Colorado N=46
		Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %	Column Valid N %
Role	Management	88.6%	72.2%	79.8%	53.8%	69.6%
	Technical	4.3%	3.1%	9.2%	36.5%	19.6%
	Other	2.9%	16.5%	6.4%	.0%	2.2%
	Public Information	2.1%	3.1%	2.8%	5.8%	4.3%
	Finance	1.4%	3.1%	.0%	1.9%	4.3%
	Research	.7%	2.1%	1.8%	1.9%	.0%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%

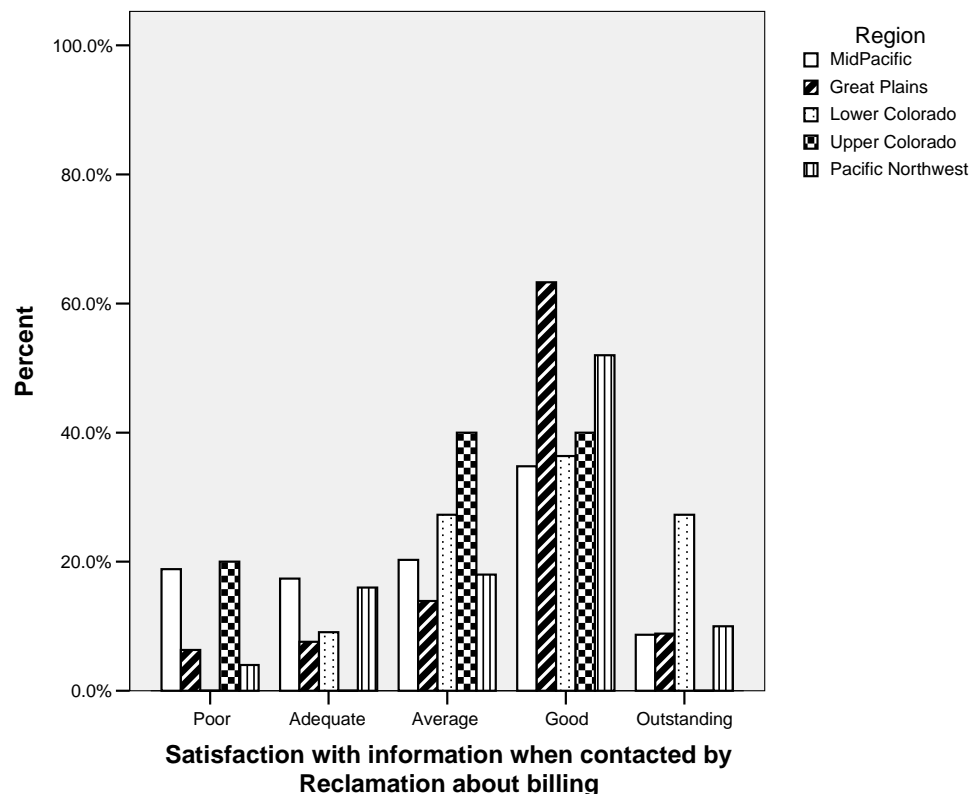
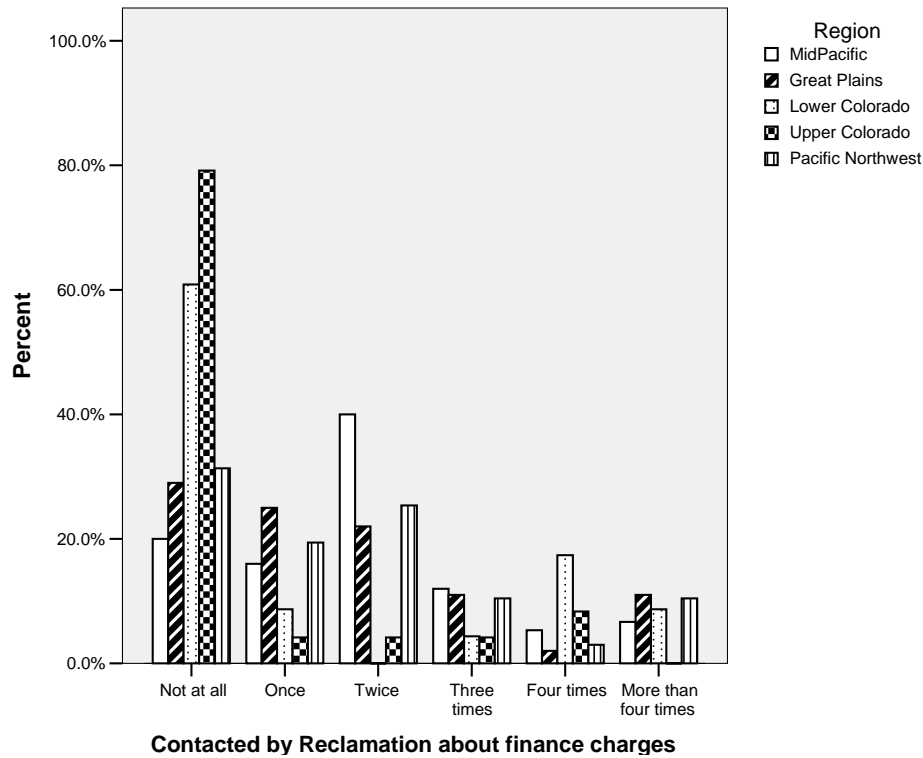
Section 5: Please tell us about your level of satisfaction with Reclamation's financial processes, Question 1: How would you rate Reclamation's personnel in meeting your expectations for convenient and useful financial interactions?



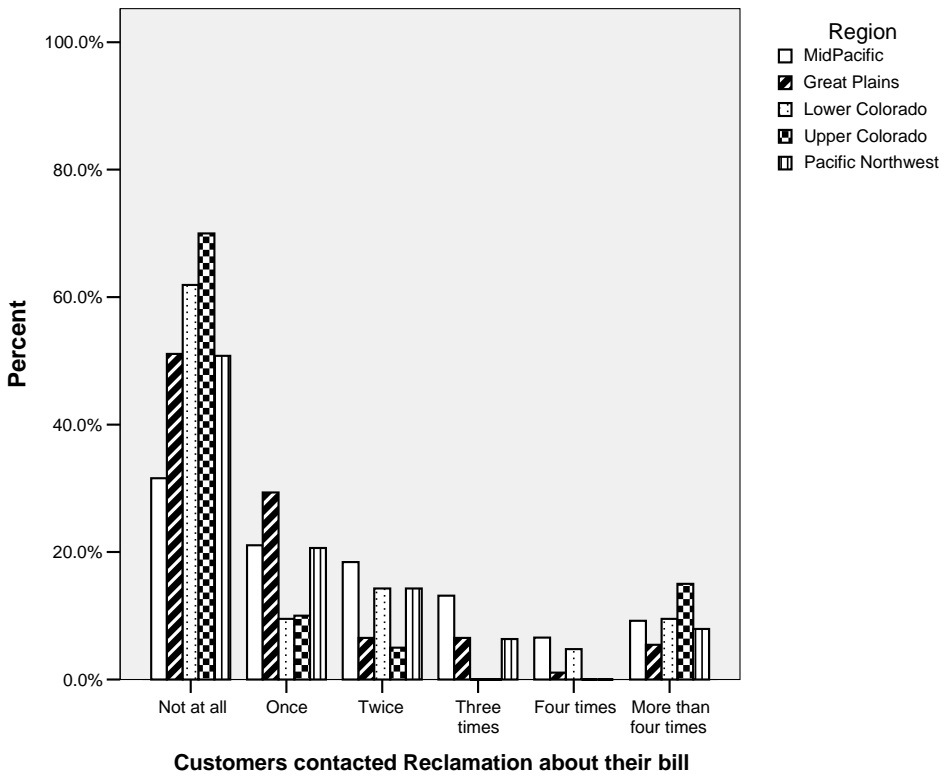
Section 5: Question 2: How timely is the expenditure information that Reclamation provides?

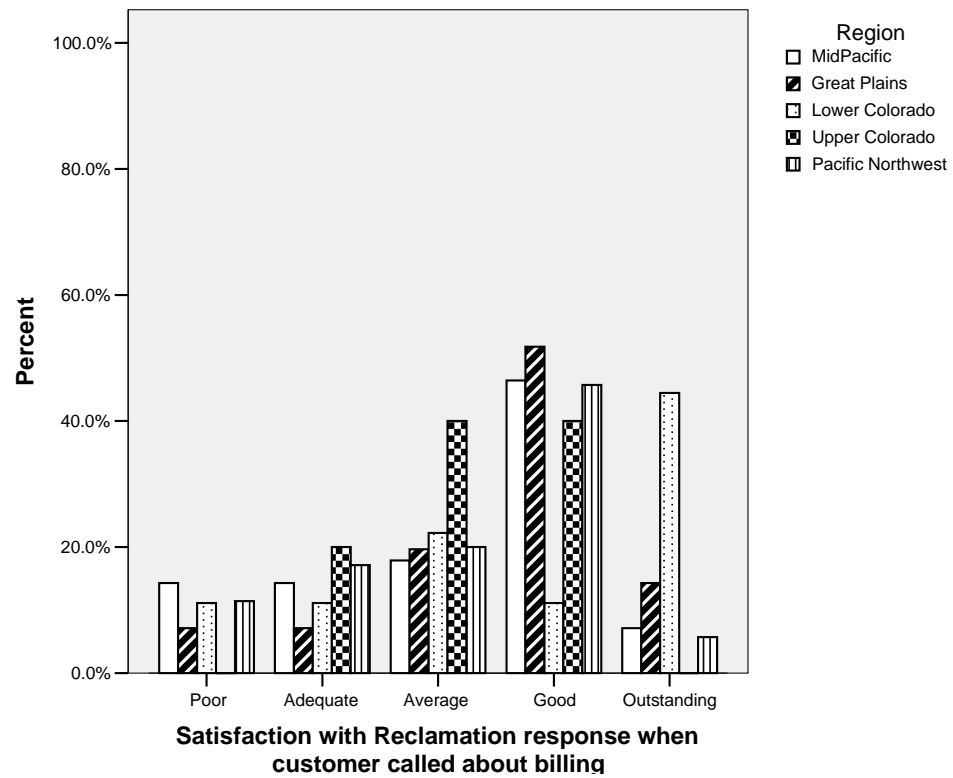


Section 5: Question 3: How many times in the past year has Reclamation contacted you regarding current or future operation and maintenance charges that you are or will be billed for? Q3a: If you were contacted, please rate how satisfied you were with the quality of information provided.



Section 5: Question 4: How many times in the past year have you contacted Reclamation about your bill? Q4a: If you did contact Reclamation about your bill, please rate the quality of response that you received from Reclamation.



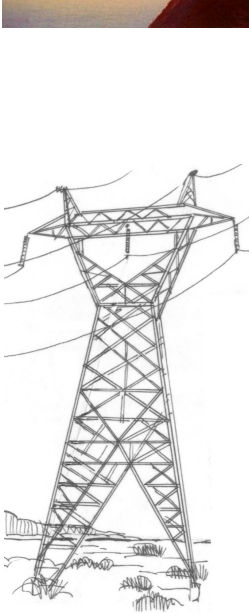
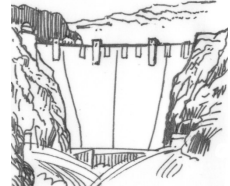


Appendix D

Survey Instrument



Bureau of Reclamation Customer Satisfaction Survey



How can Reclamation's customer service delivery efforts be enhanced as use continues to increase? We would appreciate your input! Please take the time to fill out this short survey.

Section 1: Please tell us about your level of satisfaction with the Bureau of Reclamation's customer communication.

Reclamation would like to understand how to effectively communicate with customers about its activities and goals. The questions below are intended to assess Reclamation's current communication efforts and determine which methods work best in meeting customer needs.

1. Which topics would you like to receive information about from Reclamation?

Please check all that apply.

- ☐ Bureau of Reclamation's mission
- ☐ New initiatives
- ☐ Financial cost accounting/billing
- ☐ Research and development
- ☐ Environment
- ☐ Laws and regulations governing Reclamation

- ☐ Water
- ☐ Power
- ☐ Operation and maintenance
- ☐ Recreation and tourism
- ☐ History and cultural resources
- ☐ Other_____

2. How do you learn about Reclamation activities and decisions? *Please check all that apply.*

- | | | |
|--|--|---|
| <input type="checkbox"/> Friends | <input type="checkbox"/> Family | <input type="checkbox"/> Television |
| <input type="checkbox"/> Work associate/colleague | <input type="checkbox"/> Local residents | <input type="checkbox"/> Radio |
| <input type="checkbox"/> Public meetings | <input type="checkbox"/> Reclamation staff | <input type="checkbox"/> Email |
| <input type="checkbox"/> Postal delivery | <input type="checkbox"/> Telephone | <input type="checkbox"/> Website |
| <input type="checkbox"/> Professional/Recreational organization or group | <input type="checkbox"/> Newspaper | <input type="checkbox"/> Trade magazine |
| | <input type="checkbox"/> Other_____ | |

a. Which communication source, *among all those listed above*, do you find *the most convenient* source for Reclamation information? *Please enter a single choice from those listed above.*

b. Which communication source, *among all those listed above*, do you find *the most trustworthy* source for Reclamation information? *Please enter a single choice from those listed above.*

c. Which communication source, *among those listed above*, do you *prefer* to use for receiving information from Reclamation? *Please enter a single choice from those listed above.*

3. During the past 12 months as a Reclamation customer, *please circle your level of agreement with the following statements:*

Reclamation...	Never	Rarely	Sometimes	Often	Always	Does not apply
Provides easy access to the people I need to contact.	1	2	3	4	5	DA
Answers my needs with a single point of contact.	1	2	3	4	5	DA
Provides accurate information.	1	2	3	4	5	DA
Provides information in a timely manner.	1	2	3	4	5	DA
Uses plain language that is understood by the general public.	1	2	3	4	5	DA
Makes it easy for me to find out about proposed changes.	1	2	3	4	5	DA
Values my relationship as an agency customer.	1	2	3	4	5	DA
Considers my input in the planning process.	1	2	3	4	5	DA
Provides useful information on the internet/web.	1	2	3	4	5	DA
Provides unbiased scientific and technical support.	1	2	3	4	5	DA

4. If Reclamation could make one improvement in its interactions with you, what would it be? *Write your answer below:*

Section 2: Please tell us about your level of satisfaction with Reclamation’s staff and service delivery.

Reclamation would like to understand how to effectively deliver services to customers in the spirit of consultation, cooperation, and conservation. The questions below assess customer satisfaction with Reclamation’s service delivery.

1. Everything considered, please rate Reclamation’s delivery of services. *Please check one.*

- ☐ Poor
- ☐ Adequate
- ☐ Average
- ☐ Good
- ☐ Outstanding

2. How would you rate the Reclamation staff on its customer service? *Please circle the number that best represents your response to the following statements:*

Reclamation staff is...	Never	Rarely	Sometimes	Often	Always	Does not apply
Accessible	1	2	3	4	5	DA
Helpful	1	2	3	4	5	DA
Knowledgeable about your area of needs	1	2	3	4	5	DA
Timely in their responses	1	2	3	4	5	DA
Courteous/respectful	1	2	3	4	5	DA
Committed to understanding your needs	1	2	3	4	5	DA
Can clearly explain Reclamation agency rules and regulations	1	2	3	4	5	DA
Able to effectively involve the public in the planning process	1	2	3	4	5	DA

3. Is it clear whom to contact in Reclamation for assistance with your specific needs? *Please check one.*

☐ It is always clear
 ☐ No, it is not always clear
 ☐ Does not apply

☐ It depends on the subject
 ☐ It is never clear

4. Is there an office or staff person that has been especially *helpful*?

☐ NO ☐ YES *If yes, who was it and how were they helpful?*

5. What is the single most important action that Reclamation could take to help its staff improve customer service? _____

Section 3: Please tell us about your level of satisfaction with Reclamation's management.

Reclamation would like to understand how to effectively conduct business with its customers in a manner that encourages consultation, cooperation, and conservation.

1. This question has two parts. **First**, rate how important the item is for how you do business with Reclamation. **Then**, please rate how satisfied you are with the way Reclamation is managing for each item.

	Importance							Satisfaction with Conditions					
	Unimportant	Not very Important	Somewhat Important	Important	Very Important	Does not Apply		Poor	Adequate	Average	Good	Outstanding	Does not Apply
Water supply	1	2	3	4	5	DA		1	2	3	4	5	DA
Hydropower generation	1	2	3	4	5	DA		1	2	3	4	5	DA
Facilities operation and maintenance	1	2	3	4	5	DA		1	2	3	4	5	DA
Dam safety	1	2	3	4	5	DA		1	2	3	4	5	DA
Water conservation	1	2	3	4	5	DA		1	2	3	4	5	DA
Endangered species requirements	1	2	3	4	5	DA		1	2	3	4	5	DA
Public safety	1	2	3	4	5	DA		1	2	3	4	5	DA
Environmental requirements	1	2	3	4	5	DA		1	2	3	4	5	DA
Resource planning	1	2	3	4	5	DA		1	2	3	4	5	DA
Recreation	1	2	3	4	5	DA		1	2	3	4	5	DA
Cultural and archeological resources	1	2	3	4	5	DA		1	2	3	4	5	DA
Native American affairs	1	2	3	4	5	DA		1	2	3	4	5	DA
Research	1	2	3	4	5	DA		1	2	3	4	5	DA
Water reuse/treatment	1	2	3	4	5	DA		1	2	3	4	5	DA
Other	1	2	3	4	5	DA		1	2	3	4	5	DA

2. Please rate the quality of decisions made at these different management levels within Reclamation.

Management Level	Poor	Adequate	Average	Good	Outstanding
Local level (area/project office)	1	2	3	4	5
Regional level (regional office)	1	2	3	4	5
National level (Denver/D.C. Office)	1	2	3	4	5

Section 4: Please tell us about yourself.

This background information will help us gain a better understanding of how customer needs and interests regarding Reclamation management, service delivery, and customer relations are related to customer affiliation, area of operation, and service.

1. Please check the program area that best describes the *primary* service you receive from Reclamation:

- | | |
|---|-------------------------------------|
| <input type="checkbox"/> Agricultural water | <input type="checkbox"/> Power |
| <input type="checkbox"/> Cultural resources | <input type="checkbox"/> Recreation |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Research |
| <input type="checkbox"/> Municipal/industrial water | <input type="checkbox"/> Other |
| <input type="checkbox"/> Planning | |

2. Please check the organization that describes your affiliation:

- | | |
|---|---|
| <input type="checkbox"/> Federal government | <input type="checkbox"/> Water-based organization |
| <input type="checkbox"/> State government | <input type="checkbox"/> Power-based organization |
| <input type="checkbox"/> Local government | <input type="checkbox"/> Environmentally-based organization |
| <input type="checkbox"/> Private business | <input type="checkbox"/> Media |
| <input type="checkbox"/> Native American nation/group | <input type="checkbox"/> Other _____ |

3. Please select which professional description best describes your role in that organization:

- | | |
|---|-----------------------------------|
| <input type="checkbox"/> Technical | <input type="checkbox"/> Finance |
| <input type="checkbox"/> Management | <input type="checkbox"/> Research |
| <input type="checkbox"/> Public information | <input type="checkbox"/> Other |

4. In the space provided, please indicate your 5-digit zip code: _____

Section 5: Please tell us about your level of satisfaction with Reclamation's financial processes.

IF YOU DON'T HAVE financial interactions with Reclamation, this is the END of the survey for you. If you have additional comments, GO NOW to the back page of the survey where we have provided space for written comments.

1. How would you rate Reclamation's personnel in meeting your expectations for convenient and useful financial interactions? *Please check one.*

- ☐ Poor ☐ Adequate ☐ Average ☐ Good ☐ Outstanding

2. How timely is the expenditure information that Reclamation provides?

Expenditure Information	Very late	Rarely on-time	Sometimes on-time	On-time	Very timely	Don't Know
Year-to-date	1	2	3	4	5	DK
Quarter-to-date	1	2	3	4	5	DK

3. How many times in the past year has Reclamation contacted you regarding current or future operation and maintenance charges that you are or will be billed for?

- ☐ Not at all
- ☐ Once
- ☐ Twice
- ☐ Three times
- ☐ Four times
- ☐ More than four times

3 a. If you were contacted, please rate how satisfied you were with the quality of information that Reclamation provided.

- ☐ Poor
- ☐ Adequate
- ☐ Average
- ☐ Good
- ☐ Outstanding

4. How many times in the past year have you contacted Reclamation about your bill?

- ☐ Not at all
- ☐ Once
- ☐ Twice
- ☐ Three times
- ☐ Four times
- ☐ More than four times

4 a. If you did contact Reclamation about your bill, please rate the quality of response that you received from Reclamation.

- ☐ Poor
- ☐ Adequate
- ☐ Average
- ☐ Good
- ☐ Outstanding

5. What is the single most important action Reclamation could take to improve its operation, maintenance, and financial billing process? *Please write your response below.*
Most Important Action:

If you have any additional comments, please turn to the back page of the survey.



Please provide any additional thoughts and/or comments about Reclamation in the space provided below.



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